



General Assembly

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Proposed programme budget for the biennium 2010-2011*

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

Contents

	Page
Overview	3
A. Policymaking organs	5
1. General Assembly	7
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	9
3. Committee on contributions	10
4. United Nations Board of Auditors (including its secretariat)	10
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	12
6. Committee for Programme and Coordination	13
7. United Nations Administrative Tribunal (including its secretariat)	14
8. Independent Audit Advisory Committee	14
B. Secretary-General	15
C. Executive direction and management	16
1. Executive Office of the Secretary-General	19

* A summary of the approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6 (A/64/6/Add.1)*.



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- | | | |
|----|---|---|
| 2. | Office of the Director-General, United Nations Office at Geneva | 2 |
| 3. | Office of the Director-General, United Nations Office at Vienna | 2 |
| 4. | Office of the Director-General, United Nations Office at Nairobi | 2 |
| 5. | United Nations Liaison Office at Addis Ababa | 2 |
| 6. | Office of the Special Representative of the Secretary-General for Children and Armed Conflict | 2 |
| D. | Office of the Ombudsman | 3 |
| E. | Office of Administration of Justice | 3 |
| F. | Ethics Office | 3 |
| G. | Rule of Law Unit | 4 |

Overview

- 1.1 Provision is made under subsection A below for the General Assembly, including travel for up to five representatives of Member States that are least developed countries to sessions of the Assembly, the requirements of the Presidents of the Assembly and backstopping to be provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. Provision is also made for the subsidiary organs of the Assembly whose terms of reference involve matters of general application to the activities of the Organization as a whole, namely, the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), the Committee on Contributions, the Board of Auditors (including its secretariat), United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund, the Committee for Programme and Coordination and the Independent Audit Advisory Committee.
- 1.2 The requirements directly attributable to the Secretary-General are set out in subsection B.
- 1.3 In subsection C, provision is made for the overall executive direction and management of the Organization, namely, the Executive Office of the Secretary-General, the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, and the United Nations Liaison Office at Addis Ababa. Provision is also made for the Office of the Special Representative of the Secretary-General for Children and Armed Conflict.
- 1.4 Provisions for the Office of the Ombudsman, the Office of Administration of Justice, the Ethics Office and the Rule of Law Unit are reflected under subsections D to G respectively.

Table 1.1 **Distribution of resources by component**
(Percentages)

Component	Regular budget	Extrabudgetary
A. Policymaking organs		
1. General Assembly	4.9	—
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	8.2	—
3. Committee on Contributions	0.6	—
4. United Nations Board of Auditors (including its secretariat)	5.8	35.2
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	12.1	15.6
6. Committee for Programme and Coordination	0.7	—
7. United Nations Administrative Tribunal (including its secretariat)	—	—
8. Independent Audit Advisory Committee	1.0	—
Subtotal A	33.3	50.8
B. Secretary-General	2.4	—
C. Executive direction and management		
1. Executive Office of the Secretary-General	24.6	37.6
2. Office of the Director-General, United Nations Office at Geneva	6.2	1.4
3. Office of the Director-General, United Nations Office at Vienna	2.5	—
4. Office of the Director-General, United Nations Office at Nairobi	1.0	—
5. United Nations Liaison Office at Addis Ababa	1.4	—
6. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	3.8	1.4
Subtotal C	39.5	40.4

Component	Regular budget	Extrabudgetary
D. Office of the Ombudsman	6.5	
E. Office of Administration of Justice	13.3	
F. Ethics Office	1.4	
G. Rule of Law Unit	1.6	
Total	100.0	100.0

- 1.5 The estimated increase in regular budgetary resources would amount to 3.4 per cent at 2008-2009 rates.

Table 1.2 Resource requirements by component

(Thousands of United States dollars)

(1) Regular budget

Component	2006-2007 expenditure	2008-2009 approved initial ^a	Resource growth		Total budget increasing	Decreasing	2008-2009 estimate
			Absolute	Percentage			
Policymaking organs	30 396.7	34 871.0	11 910.4	15.5	32 980.6	1 608.2	34 588.8
Secretary-General	2 354.6	2 369.0	—	—	2 369.0	112.7	2 481.7
Executive direction and management	39 644.7	39 165.7	1175.9	10.4	38 999.8	1 801.5	40 799.3
Office of the Ombudsman	1 925.3	5 231.5	1 216.3	23.2	6 447.8	239.7	6 687.5
Office of Administration of Justice	—	10 365.5	2 743.2	26.3	11 108.7	174.3	11 283.0
Ethics Office	2 981.7	3 141.8	240.9	7.7	3 582.7	177.1	3 759.8
Rule of Law Unit	—	409.2	1 154.3	282.1	1 563.5	83.6	1 647.1
Subtotal	77 303.0	95 553.7	3 268.4	3.4	98 822.1	4 599.1	103 421.2

^a Technically adjusted for presentation purposes only in the present document to reflect the biennial effect of General Assembly actions on administration of justice.

(2) Extrabudgetary

	2006-2007 expenditure	2008-2009 estimate	Source of funds	Total 2008-2009 estimate
			(a) Services in support of:	
6 770.8	7 581.0		(i) United Nations organizations	8 021.1
			(ii) Extrabudgetary activities:	
2 320.7	3 891.2		Peacekeeping operations	3 761.1
441.3	644.5		Support to extrabudgetary substantive activities	644.4
			(b) Substantive activities:	
452.1	347.9		Reimbursement from trust funds for the cost of external audit	387.1
2 603.4	2 232.7		Trust Fund for United Nations Reform	1 862.1
147.6	92.2		Trust Fund for Special Projects of the Secretary-General	85.1
12.1	365.5		Trust Fund for the Millennium Assembly and the Millennium Summit	
3 472.4	4 010.6		Trust Fund for the United Nations Year of Dialogue among Civilizations	4 211.1

Section 1 Overall policymaking, direction and coordination

	2006-2007 expenditure	2008-2009 estimate	Source of funds	2006-2007 expenditure
	5 811.8	7 041.8	Global Compact Trust Fund	8 315.1
		341.5	Trust Fund for the Global Initiative on Biotechnology Security	76.9
		329.0	Personal and Real Property Willed to the United Nations	500.0
	855.3	479.2	Trust Fund for Children and Armed Conflict	620.0
	269.6	361.3	Trust Fund to Support the Coordination and Coherence of the Rule of Law Unit	361.3
	4 475.6	5 784.4	(1) Operational activities: Peacekeeping missions	6 173.0
	7 703.0	8 198.8	Other United Nations programmes and affiliated bodies	8 854.0
Subtotal	34 735.9	42 193.6		46 870.6
Total (1) and (2)	112 038.9	137 747.3		149 491.8

Table 1.3 Post requirements

	Established regular budget posts		Dispersary posts				Total	
			Regular budget		Extrabudgetary			
	2008- 2009	2010- 2011	2008- 2009	2010- 2011	2008- 2009	2010- 2011	2008- 2009	2010- 2011
Professional and above								
Deputy Secretary-General	1	1	—	—	—	—	1	1
Under-Secretary-General	2	2	1	1	—	—	3	3
Assistant Secretary-General	2	2	—	—	—	—	2	2
D-2	9	9	—	—	1	1	10	10
D-1	12	13	—	—	1	1	13	14
P-5	33	32	1	1	7	7	41	40
P-4/3	39	41	5	5	11	11	55	57
P-2/1	6	6	—	—	2	2	8	8
Subtotal	104	106	7	7	22	22	133	138
General Service								
Principal level	11	10	1	1	—	—	12	11
Other level	76	76	2	2	9	9	87	87
Subtotal	87	86	3	3	9	9	99	98
Other								
Local level	8	8	—	—	2	2	10	10
Subtotal	8	8	—	—	2	2	10	10
Total	199	200	10	10	33	33	242	243

A. Policymaking organs

- 1.6 This subsection covers the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the United Nations Board of Auditors,

United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination and the Independent Audit Advisory Committee.

Table 1.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth		Total before reversing	Reversing	2010-2011 estimate
			Amount	Percentage			
1. General Assembly							
(a) Travel of representatives	2 086.4	2 224.6	—	—	2 224.6	108.0	2 332.6
(b) Presidents of the General Assembly	537.5	611.8	—	—	611.8	29.5	641.3
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	2 141.3	2 003.7	—	—	2 003.7	97.3	2 101.0
2. Advisory Committee on Administrative and Budgetary Questions	6 643.2	7 560.2	585.0	7.7	8 145.2	397.1	8 542.3
3. Committee on Contributions	495.6	554.4	—	—	554.4	26.9	581.3
4. United Nations Board of Auditors	5 939.6	5 635.0	47.6	0.8	5 682.6	280.0	5 962.6
5. United Nations Joint Staff Pension Board	10 334.1	11 997.7	—	—	11 997.7	582.7	12 580.4
6. Committee for Programme and Coordination	710.7	883.3	(153.0)	(17.3)	730.3	35.5	765.8
7. United Nations Administrative Tribunal (including its secretariat)	1 508.4	2 203.5	(2 203.5)	(100.0)	—	—	—
8. Independent Audit Advisory Committee	—	1 196.8	(186.5)	(15.6)	1 010.3	51.2	1 061.5
Subtotal	30 396.7	34 871.0	(1 910.4)	(5.5)	32 960.6	1 608.2	34 568.8

(2) *Extrabudgetary*

	2006-2007 expenditure	2008-2009 estimate	2010-2011 estimate
Subtotal	18 799.5	21 911.9	23 434.1
Total (1) and (2)	49 196.2	56 782.9	58 002.9

Table I.5 Post requirements

Category	Established regular budget posts		Discretionary posts				Total	
			Regular budget		Extra-budgetary			
	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
D-2	1	1	—	—	—	—	1	1
D-1	1	2	—	—	—	—	1	2
P-5	4	3	—	—	—	—	4	3
P-4/3	4	4	—	—	—	—	4	4
Subtotal	10	10	—	—	—	—	10	10
General Service								
Principal level	1	1	—	—	—	—	1	1
Other level	9	9	—	—	1	1	10	10
Subtotal	10	10	—	—	1	1	11	11
Total	20	20	—	—	1	1	21	21

1. General Assembly

(a) Travel of representatives of Member States that are least developed countries

Resource requirements (before recosting): \$2,224,600

- 1.7 In accordance with General Assembly resolutions 1798 (XVII) and 41/213, up to five representatives of each of the 49 Member States that are least developed countries are entitled to have travel but not subsistence paid by the Organization when attending a regular session of the Assembly, and one representative or alternate representative is entitled to travel expenses incurred to attend a special or emergency session of the Assembly.

Table I.6 Resource requirements: travel of representatives of Member States that are least developed countries

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Non-post	2 224.6	2 224.6	—	—
Total	2 224.6	2 224.6	—	—

- 1.8 The provision of \$2,224,600 relates to travel to the sixty-fifth and sixty-sixth sessions of the Assembly. As there is no resolution calling for either a special or an emergency session, no provision has been made for that purpose.

(b) Presidents of the General Assembly***Resource requirements (before recosting): \$611,800***

- 1.9 The General Assembly, in its resolution 52/220, approved the proposal of the Secretary-General to include a sum of \$250,000 in the budget for each year of the biennium to supplement the level of support provided to the President of the General Assembly (A/52/303, para. 1B.10). In the same resolution, the Assembly decided that the resources for the Office of the President of the General Assembly should be presented on an object-of-expenditure basis, starting with the biennium 1998-1999, and approved the proposal of the Secretary-General regarding the level of resources for that biennium. In its resolution 53/214, the Assembly requested the Secretary-General to enhance the Office of the President by taking all steps necessary to ensure the full implementation of his proposal to supplement the support of the Office and decided that the President of the Assembly, consistent with the approved programme budget, should have full authority to use funds provided in the budget for the Office, including hospitality, travel and any other expenditures required to carry out official responsibilities.
- 1.10 In its resolution 54/249, the General Assembly concurred with the observation of the Advisory Committee on Administrative and Budgetary Questions on the need to ensure that the Office of the President of the General Assembly was provided with adequate resources and decided that, in the interest of clarity and transparency, the resources proposed for support of the President should be presented separately from the estimates for the travel of representatives of the least developed countries to sessions of the Assembly. In the same resolution, the Assembly decided that the resources for the Office of the President should be allocated between the Presidents of the sessions of the Assembly to which they relate so as to ensure their equitable provision.

Table 1.7 Resource requirements: Presidents of the General Assembly

Category	Resources (thousands of United States dollars)		Period	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Non-post	611.8	611.8		
Total	611.8	611.8		

- 1.11 The provision of \$611,800 relates to resources to be allocated, in line with General Assembly resolution 54/249, for the exclusive use and at the discretion of the Presidents of the General Assembly at its resumed sixty-fourth session (\$204,200), its sixty-fifth regular and resumed sessions (\$305,300), and its sixty-sixth regular session (\$102,300). The funds will be made available to the Presidents of the Assembly, in accordance with the provisions of resolution 53/214, for the accomplishment of official responsibilities.

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly***Resource requirements (before recosting): \$2,003,700***

- 1.12 Pursuant to General Assembly resolutions 58/126 and 59/313, provision is made for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly.

Table 1.8 Resource requirements: Department for General Assembly and Conference Management: backstopping of Presidents of the General Assembly

Category	Resources (thousands of United States dollars)		Posts	
	2004-2005	2004-2005 (baseline scenario)	2004-2005	2005-2006
Non-post	2 003.7	2 003.7	—	—
Total	2 003.7	2 003.7	—	—

- 1.13 The amount of \$2,003,700 provides for general temporary assistance (\$1,998,400) and overtime (\$5,300) for support of the Presidents of the General Assembly.

2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)

Resource requirements (before recosting): \$8,145,200

- 1.14 The Advisory Committee on Administrative and Budgetary Questions, a subsidiary organ of the General Assembly, consists of 16 members appointed by the Assembly in their individual capacity. The functions and responsibilities of the Advisory Committee, as well as its composition, are governed by the provisions of Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly. The budgetary resources under this heading cover the payment of the travel and subsistence expenses of the Chairman and members of the Committee for attendance at its sessions in accordance with the provisions of Assembly resolutions 1798 (XVII), 32/198, 41/176, 42/214, 42/225, section VI, and 47/219 A, section XV. The conditions of service and compensation of the Chairman of the Advisory Committee have been determined in accordance with resolutions 35/221, 40/256, 45/249, 53/238 and 58/266, and include the Organization's related contribution to the United Nations Joint Staff Pension Fund pursuant to resolution 37/131.
- 1.15 Included in the estimates is the secretariat of the Advisory Committee.

Table 1.9 Resource requirements: Advisory Committee on Administrative and Budgetary Questions

Category	Resources (thousands of United States dollars)		Posts	
	2004-2005	2004-2005 (baseline scenario)	2004-2005	2005-2006
Post	3 408.8	3 626.4	12	32
Non-post	4 751.8	4 518.8	—	—
Total	7 560.2	8 145.2	12	32

- 1.16 The amount of \$8,145,200, reflecting an increase of \$585,000, provides for the travel and subsistence allowance of expert members of the Advisory Committee who are non-residents of New York for meetings held at Headquarters, as well as travel and subsistence for meetings held away from Headquarters; the travel and subsistence allowance for substantive staff servicing meetings of the Advisory Committee away from Headquarters; the non-staff compensation of the Chairman; the salaries and common staff costs of the Advisory Committee's secretariat,

comprising 12 posts (7 Professional and above and 5 General Service), and non-post costs, such as overtime, general operating expenses, supplies and materials, and furniture and equipment.

- 1.17 The increase relates to: (a) the delayed impact of a new P-4 post established by the Assembly in the context of the programme budget for the biennium 2008-2009 (\$162,500); (b) the proposed reclassification of a P-5 post to the D-1 level as Deputy Executive Secretary of the Committee (\$55,300); (c) the increase from 11 to 12 in the number of expert members who are expected to be non-residents of New York, resulting in a higher provision for travel and subsistence (\$318,300); and (d) higher annual costs associated with the services provided by the Office of Information and Communications Technology for the maintenance of data-processing equipment (\$48,900).

3. Committee on Contributions

Resource requirements (before recosting): \$554,400

- 1.18 The Committee on Contributions is a subsidiary organ of the General Assembly, consisting of 18 members appointed by the Assembly in their individual capacity. The responsibilities of the Committee, its nature and composition and the terms of appointment of its members are governed by the provisions of Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly. The Committee advises the Assembly on the apportionment of the expenses of the Organization among its Members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. It also advises the Assembly on the assessments to be fixed for new Members, on appeals by Members for a change of assessment, on action to be taken if Members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter.

Table 1.10 Resource requirements: Committee on Contributions

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Non-post	554.4	554.4		
Total	554.4	554.4		

- 1.19 The amount of \$554,400 covers the payment of travel and subsistence allowance of the members of the Committee in accordance with the provisions of General Assembly resolutions 1798 (XVII) and 45/248.

4. United Nations Board of Auditors (including its secretariat)

Resource requirements (before recosting): \$5,682,600

- 1.20 The Board of Auditors, which was established by the General Assembly in its resolution 74 (I), amended by its resolution 55/248, consists of the Auditors-General (or officers holding the equivalent title) of three Member States appointed by the Assembly subject to the terms and conditions set out in regulations 7.1 to 7.3 of the Financial Regulations and Rules of the United Nations. The Board audits the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits reports on those audits to the Assembly for its consideration. The main terms of reference of the Board are set out in regulations

7.4 to 7.12 and are elaborated upon further in the annex to the Financial Regulations. The Board, in addition to expressing an opinion on the financial statements, is required to make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and, in general, the administration and management of the United Nations.

- 1.21 Coordination with other audit activities in the United Nations system is ensured through the Panel of External Auditors, established by the General Assembly in its resolution 1438 (XIV), consisting of the members of the Board of Auditors and the appointed external auditors of the specialized agencies and of the International Atomic Energy Agency. The Board also coordinates its work with the Joint Inspection Unit and the internal audit services of the United Nations and its funds and programmes.
- 1.22 The secretariat of the Board provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities. In addition, the secretariat of the Board makes arrangements for holding two sessions of the Board, one session of the Panel and one session of the Technical Group each year; develops the working papers and prepares reports in respect of items on the agenda of the sessions; prepares summary records of the meetings of the Board, the Panel, its Technical Group and the Audit Operations Committee; and provides liaison between those organs and other United Nations bodies.
- 1.23 On the basis of past experience, the Board anticipates that during the biennium it will submit some 38 reports to the legislative bodies and others, as well as approximately 182 management letters.

Table I.11 Resource requirements: United Nations Board of Auditors

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	1 353.4	1 353.4	6	6
Non-post	4 281.6	4 329.2	—	—
Subtotal	5 635.0	5 682.6	6	6
Extrabudgetary	15 040.1	16 228.1	1	1
Total	20 675.1	21 910.7	7	7

- 1.24 The amount of \$5,682,600, reflecting an increase of \$47,600, provides for the regular budget share of audit fees to be paid to the members of the Board; the costs associated with their attendance at meetings of the Board and of the Panel of External Auditors; the continuation of six posts (2 Professional and above and 4 General Service) for the secretariat of the Board; and related operational costs. The net increase under non-post resources relates to the higher annual costs associated with the services provided by the Office of Information and Communications Technology for the maintenance of data-processing equipment, partly offset by reduced requirements for office automation equipment.
- 1.25 Extrabudgetary resources relate to external audit fees paid directly from the respective budgets of other United Nations programmes and affiliated bodies and from ongoing peacekeeping missions as well as missions in liquidation, and direct charges to trust funds and technical cooperation projects.

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

Resource requirements (before recosting): \$11,997,700

- 1.26 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations and rules adopted by the Assembly, the Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Board and of each such committee. The Board has established a Standing Committee with the power to act on its behalf when it is not in session. In accordance with the request made by the Assembly at its forty-sixth session that its subsidiary bodies adjust their work programmes to conform to the biennial work programme of the Fifth Committee, there has been a long-standing pattern of meeting in New York during odd-numbered years and meeting in other locations during even-numbered years. However, due to the ongoing construction under the capital master plan at Headquarters, the Board decided to hold its meetings away from New York beginning with 2009 until the completion of construction. Accordingly, the 2010 meeting is scheduled to be held in London, whereas the venue for the 2011 meeting is yet to be decided. The Assembly exercises legislative authority on behalf of all participating organizations.
- 1.27 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, since the central secretariat of the Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the United Nations Joint Staff Pension Board. For those services, the United Nations reimburses the Fund in accordance with arrangements agreed upon by the two parties. The United Nations provides other services to the Fund, free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required.

Table 1.12 **Resource requirements: United Nations Joint Staff Pension Board**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Non-post	11 997.7	11 997.7	—	—
Subtotal	11 997.7	11 997.7	—	—
Extrabudgetary	6 871.8	7 206.0	—	—
Total	18 869.5	19 203.7	—	—

- 1.28 The amount of \$11,997,700 represents the cost of travel of representatives of the United Nations to meetings of the United Nations Joint Staff Pension Board (\$245,900) and the regular budget share of the cost of the central secretariat of the Fund (\$11,751,800). The total amount to be reimbursed by the United Nations for the central secretariat of the Fund, estimated at \$18,624,100 (before recosting), is based on one third of the administrative budget of the Fund. Furthermore, in accordance with existing arrangements, an estimated 63.1 per cent of the costs to be borne by the

United Nations will be covered by the regular budget, with the balance to be reimbursed by the funds and programmes.

- 1.29 The 2010-2011 estimates are based on the report of the Pension Board (A/63/9) to the General Assembly, as amended in line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/63/556) and as approved by the Assembly in its resolution 63/252.
- 1.30 The share of the funds and programmes in the costs to be borne by the United Nations is reflected under extrabudgetary resources.
- 1.31 At the time the present section was prepared, the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2010-2011 had not been finalized. The estimates will therefore be subject to further revision in accordance with the administrative budget of the Fund for 2010-2011 and action taken by the General Assembly at its sixty-fourth session on the basis of such recommendations as the Pension Board may make in 2009 with respect to that budget. A statement of administrative and financial implications would be submitted to the Assembly at its sixty-fourth session should the Pension Board's recommendations involve expenditures different from those estimated herein.

6. Committee for Programme and Coordination

Resource requirements (before recosting): \$730,300

- 1.32 In its decision 42/450, the General Assembly decided that the Committee for Programme and Coordination should be composed of 34 States Members of the United Nations, elected for a three-year term on the basis of equitable geographical distribution. In paragraph 12 of its resolution 31/93, the Assembly authorized the payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee as a special exception to the basic principles contained in paragraph 2 of resolution 1798 (XVII). This arrangement was approved for an experimental period beginning in 1978 and was to have been reviewed by the Assembly at its thirty-fourth session. It has been assumed that, for the purpose of these budget estimates, the duration of the Committee's sessions will remain six weeks in the off-budget year and four weeks in the budget year.

Table 1.13 **Resource requirements: Committee for Programme and Coordination**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Non-post	883.3	730.3	—	—
Total	883.3	730.3	—	—

- 1.33 The amount of \$730,300, reflecting a decrease of \$153,000, provides for the continuation of the arrangements called for by the General Assembly in the resolutions mentioned above. The proposed reduction in requirements reflects the current pattern of expenditure.

7. United Nations Administrative Tribunal (including its secretariat)

Table 1.14 Resource requirements: United Nations Administrative Tribunal

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Post	488.8	—	—	—
Non-post	1 714.7	—	—	—
Total	2 203.5	—	—	—

- 1.34 In accordance with General Assembly resolutions 62/228 and 63/253, the United Nations Administrative Tribunal is to be abolished as of 31 December 2009. Accordingly, no resources are proposed for the biennium 2010-2011. It should be noted that the four posts (2 Professional and 2 General Service) for the secretariat of the Tribunal have been redeployed to the Office of Administration of Justice, effective 1 January 2009 (see subsect. E below).

8. Independent Audit Advisory Committee

Resource requirements (before recosting): \$1,010,300

- 1.35 The General Assembly, by its resolution 60/248, established the Independent Audit Advisory Committee to serve in an expert advisory capacity and assist it in fulfilling its oversight responsibilities. By resolution 61/275, the General Assembly approved the terms of reference for the Committee, as well as the criteria for membership which stipulated that the Committee should comprise five members appointed by the General Assembly on the basis of equitable geographical representation, who are independent of their Governments, the Board of Auditors, the Joint Inspection Unit and the Secretariat. Members of the Committee must have senior-level financial, audit and/or other oversight-related expertise. The Committee became operational with the appointment of members effective 1 January 2008 in accordance with General Assembly decision 62/413, and held its inaugural session in February 2008.
- 1.36 The Committee is responsible for advising the General Assembly on the scope, results and effectiveness of audit as well as other oversight functions, and on measures to ensure the compliance of management with audit and other oversight recommendations. The scope of the work of the Committee is established in its terms of reference (General Assembly resolution 61/275, annex) and its proceedings are governed by the rules of procedure adopted by the Committee at its inaugural session in February 2008.
- 1.37 The secretariat of the Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities. In addition, the secretariat, which is the primary point of contact for the Committee in the United Nations, makes arrangements for the Committee's four annual sessions, compiles the meeting papers and prepares reports in respect of items on the agenda of the sessions, and prepares summary records of the meetings of the Committee.

Table 1.15 Resource requirements: Independent Audit Advisory Committee

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Post	319.7	558.8	2	2
Non-post	877.1	451.5	—	—
Total	1 196.8	1 010.3	2	2

- 1.38 The amount of \$1,010,300, reflecting a decrease of \$186,500, provides for the travel and subsistence of the members of the Committee, and the travel and subsistence of staff accompanying the members, in connection with visits to offices away from headquarters to observe and interact with clients of the Office of Internal Oversight Services as well as United Nations management; the salaries and common staff costs of the Committee's secretariat, comprising two posts (1 Professional and 1 General Service); general temporary assistance; consultants; and other non-post costs, such as overtime, contractual services, general operating expenses, and supplies and materials.
- 1.39 The increased requirements under posts relates to the delayed impact of two posts for the secretariat of the Independent Audit Advisory Committee, established in the context of the establishment of the Committee in the biennium 2008-2009.
- 1.40 The reduction under non-post resources is mainly attributable to reduced requirements for travel of representatives and non-provision of resources for compensation to members of the Committee as such compensation was not approved by the General Assembly.

B. Secretary-General

Resource requirements (before recosting): \$2,369,000

- 1.41 In accordance with Article 97 of the Charter, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who in turn appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter, as well as a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.42 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. The Secretary-General uses his best efforts to assist in settling disputes between States and may bring to the attention of the Security Council any matter that may threaten the maintenance of international peace and security. The Secretary-General plays a key role in efforts to ensure the observance of human rights. The Secretary-General provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions, as well as guidance and coordination to the programmes and other elements of the Organization. In addition, as Chairman of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations.

Table 1.16 **Resource requirements: Secretary-General**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Post	1 018.8	1 018.8	—	—
Non-post	1 350.2	1 350.2	—	—
Total	2 369.0	2 369.0	—	—

- 1.43 The amount of \$2,369,000 provides for the salary and allowances of the Secretary-General, as well as travel requirements, general operating expenses and hospitality.

C. Executive direction and management

- 1.44 The provision of \$38,989,800 under executive direction and management covers the requirements of the Executive Office of the Secretary-General, the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, the United Nations Liaison Office at Addis Ababa and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict. These offices support the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter by assisting in the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; in supervising and coordinating the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; in relations with the press and the public; in inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations; in relations with the principal organs of the United Nations and host Governments; and in contacts with Governments and delegations under Articles 98 and 99 of the Charter.

Table 1.17 **Resource requirements by component**
(Thousands of United States dollars)

(1) Regular budget

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth		Total before recosting	Recosting	2010-2011 estimate
			Amount	Percentage			
1. Executive Office of the Secretary-General	27 651.3	25 029.9	(719.7)	(2.9)	24 310.2	1 257.2	25 567.4
2. Office of the Director-General, United Nations Office at Geneva	5 820.4	6 268.9	(187.6)	(3.0)	6 081.3	93.7	6 175.0
3. Office of the Director-General, United Nations Office at Vienna	2 330.4	2 657.1	(224.0)	(8.4)	2 433.1	39.1	2 472.2
4. Office of the Director-General, United Nations Office at Nairobi	916.3	964.7	—	—	964.7	11.8	976.5

Section 1 Overall policymaking, direction and coordination

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth		Total before recosting	Recosting	2010-2011 estimate
			Amount	Percentage			
5. United Nations Liaison Office at Addis Ababa	531.6	853.3	578.2	67.8	1 431.5	201.7	1 633.2
6. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 394.7	3 391.8	377.2	11.1	3 769.0	200.0	3 969.0
Subtotal	39 644.7	39 165.7	(175.9)	(0.4)	38 989.8	1 803.5	40 793.3
(2) Extrabudgetary							
	2006-2007 expenditure	2008-2009 estimate					2010-2011 estimate
Subtotal	15 213.0	18 447.2					18 620.5
Total (1) and (2)	54 857.7	57 612.9					59 413.8

Table 1.18 **Post requirements**

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
Deputy Secretary-General	1	1	—	—	—	—	1	1
Under-Secretary-General	2	2	1	1	—	—	3	3
Assistant Secretary-General	1	1	—	—	—	—	1	1
D-2	6	6	—	—	1	1	7	7
D-1	8	8	—	—	1	1	9	9
P-5	15	15	1	1	4	4	20	20
P-4/3	18	17	5	5	8	8	31	30
P-2/1	3	3	—	—	2	2	5	5
Subtotal	54	53	7	7	16	16	77	76
General Service								
Principal level	9	8	1	1	—	—	10	9
Other level	50	48	2	2	7	7	59	57
Subtotal	59	56	3	3	7	7	69	66
Other								
Local level	3	3	—	—	—	—	3	3
Subtotal	3	3	—	—	—	—	3	3
Total	116	112	10	10	23	23	149	145

Distribution of resources by organizational unit

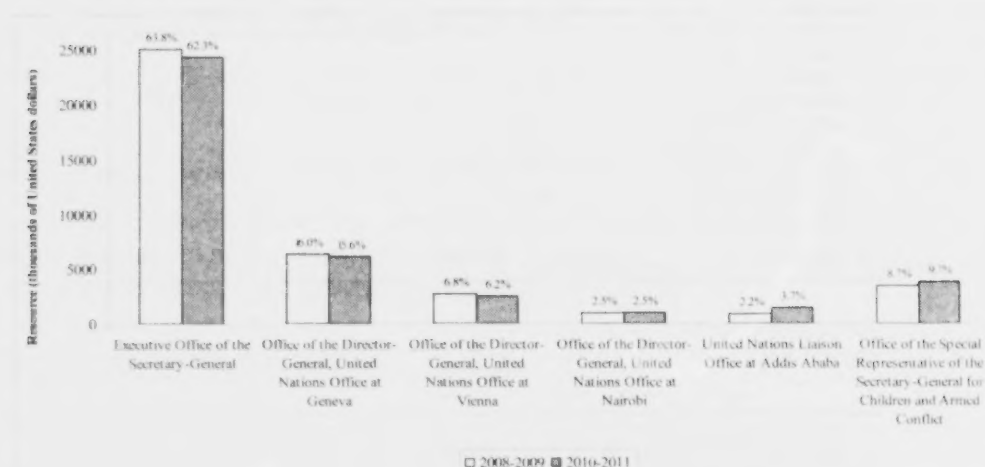


Table 1.19 Objectives for the biennium, expected accomplishments and indicators of achievement

Objective of the Organization: To ensure that the policies and directives of Member States are translated into action in an effective and efficient manner and to act as a catalyst in the process of reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of the Secretary-General, the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies to make fully informed decisions on issues relating to their sphere of competence	(a) Positive feedback from the Secretary-General, the Security Council, the General Assembly, the Economic and Social Council and other intergovernmental bodies on advice, reports and proposals related to activities within their sphere of competence
(b) Identification of emerging issues that require attention by Member States	(b) Increased number of occasions whereby Member States address issues that have been brought to their attention
(c) Enhanced policy coherence in the management of the activities of the United Nations	(c) Increased number of activities carried out in collaboration with other entities
(d) Increased cooperation between the United Nations and host Governments, regional organizations, non-governmental organizations and civil society	(d) Increased participation in and support of the work of the United Nations

- (e) Efficient management of United Nations offices, supported by staff and financial resources
- (e) (i) Timely implementation of the Secretary-General's reform plan
- (ii) Strengthened United Nations presence in the countries where United Nations offices are located
- (iii) Efficient utilization of resources

1. Executive Office of the Secretary-General

Resource requirements (before recosting): \$24,310,200

- 1.45 The Executive Office of the Secretary-General assists the Secretary-General in the establishment of general policy and in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, as well as in contacts with Governments, delegations, the press and the public. It further assists the Secretary-General with strategic planning, political, economic and inter-agency affairs, peacebuilding strategies for Africa, and liaison and representation functions. It oversees the Organization's role in development financing and the follow-up to the United Nations Millennium Declaration, and provides guidance and coordination in the implementation of Organization-wide reform efforts. The resources of the Office also provide for the post of Deputy Secretary-General. The functions and responsibilities of the Deputy Secretary-General are defined in paragraph 1 of General Assembly resolution 52/12 B. Furthermore, resources for the Executive Office of the Secretary-General include requirements for the Strategic Planning Unit and the Scheduling Office.
- 1.46 After careful review of the current level of resources within the Executive Office of the Secretary-General, and in furtherance of the Secretary-General's commitment to exercise budgetary restraint, the Executive Office is proposing to abolish two posts (1 P-3 and 1 General Service (Principal level)), effective with the biennium 2010-2011. In so doing, it is envisaged that this will be met through streamlining, and that the responsibilities and tasks of those posts will be redistributed among the existing staffing complement of the Office.

Table 1.20 Resource requirements: Executive Office of the Secretary-General

Categories	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	21 644.6	21 162.8	79	77
Non-post	3 385.3	3 147.4	—	—
Subtotal	25 029.9	24 310.2	79	77
Extrabudgetary	16 827.5	17 356.5	20	20
Total	41 857.4	41 666.7	99	97

- 1.47 The amount of \$21,162,800, reflecting a reduction of \$481,800, provides for the continuation of 77 posts in the Office (1 Deputy Secretary-General, 34 Professional and above and 42 General Service). The reduction in the overall staffing complement and resources relate to the proposed abolition of two posts in the Executive Office of the Secretary-General.

- 1.48 Under non-post objects of expenditure, the resources relate to, inter alia, general temporary assistance, consultants, travel of staff and other operational costs. The overall reduction in the level of resources under non-post objects is attributable to: (a) the one-time provision in 2008 for the backlog clearance of cases received from the Joint Appeals Board (\$184,800); and (b) reduced requirements under consultants and contractual services (\$53,100).
- 1.49 Extrabudgetary resources will: (a) support the Global Compact initiative in facilitating cooperation among key stakeholders and promoting partnerships in support of United Nations goals; (b) supplement the work of the Office of Political, Peacekeeping and Humanitarian Affairs on issues relating to peacekeeping; (c) assist the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; (d) be used for special projects to be undertaken by the Office of the Secretary-General; (e) enable the systematic analysis of issues critical for the formulation of reform initiatives; (f) support the activities of the High Representative for Alliance of Civilizations; and (g) support the Secretary-General's global initiative on biotechnology security.

2. Office of the Director-General, United Nations Office at Geneva

Resource requirements (before recosting): \$6,081,300

- 1.50 The Office of the Director-General of the United Nations Office at Geneva provides the Secretary-General with advice in the discharge of his responsibilities in relations with permanent missions and regional organizations; deals with the host country authorities in matters relating to the relevant privileges and immunities of the staff of the United Nations system in Switzerland; maintains cooperation with the specialized agencies and programmes based in Switzerland and elsewhere in Europe, as well as with other intergovernmental and non-governmental organizations and established institutions; undertakes special political assignments and representation, as requested; and is responsible for the overall management of the United Nations Office at Geneva.
- 1.51 The Under-Secretary-General, Director-General of the United Nations Office at Geneva, carries out the functions of the Office as described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). As the largest United Nations office in Europe, it is well positioned to continue actively to promote the role of the Organization, through effective liaison and representation, with permanent missions, the host Government and other Governments and to develop initiatives to strengthen relationships and to exchange information between Geneva-based institutions and established European-based intergovernmental bodies, non-governmental organizations and other institutions.
- 1.52 The core functions of the Office include maintaining liaison with permanent missions, academic institutions and non-governmental organizations in consultative status with the Economic and Social Council; carrying out responsibilities entrusted to the Director-General of the Conference on Disarmament; performing protocol and liaison functions with the host country and the Geneva Diplomatic Committee; cooperating with regional mechanisms; analysing subregional, regional, international security and political issues; assisting on legal matters and maintaining liaison with the host country on privileges and immunities and other questions affecting United Nations agreements; arranging consultations with respect to the United Nations programmes in Geneva; maintaining liaison and cooperating with the heads of the specialized agencies; and representing the United Nations at meetings of the legislative bodies of the Geneva-based organizations and at the meetings of the United Nations System Chief Executives Board for Coordination. While maintaining the role of the United Nations Office at Geneva as a centre of international diplomacy, the Office of the Director-General is also leading the reform process in line with the priorities of the Secretary-General.

- 1.53 In the context of the reform of the Organization, the Office will continue to strengthen management capacity and coordination among the units of the Secretariat in Geneva, which includes the implementation of management reform measures.

Table 1.21 **Resource requirements: Office of the Director-General, United Nations Office at Geneva**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	6 048.8	5 832.4	19	18
Non-post	220.1	248.9	—	—
Subtotal	6 268.9	6 081.3	19	18
Extrabudgetary	644.5	644.0	3	3
Total	6 913.4	6 725.3	22	21

- 1.54 The amount of \$5,832,400 under posts, reflecting a reduction of \$216,400, provides for the continued funding of 18 posts (1 Under-Secretary-General, 8 Professional and above and 9 General Service), as indicated in table 1.21. The reduced requirement relates to the abolition of one General Service (Other level) post in the Office of the Chef de Cabinet as a result of the rationalization and streamlining of responsibilities among the existing staffing complement of the Office.
- 1.55 The related non-post requirements of \$248,900, reflecting an increase of \$28,800, provide for general temporary assistance, overtime, travel of staff and other operational costs. The increased requirement is attributable to higher requirements for travel.
- 1.56 With respect to extrabudgetary resources, the provision covers the cost for the continuation of three temporary posts in support of the Legal Liaison Office and of the Office for External Relations, Political and Inter-Agency Affairs and Non-Governmental Organization Liaison.

3. Office of the Director-General, United Nations Office at Vienna

Resource requirements (before recosting): \$2,433,100

- 1.57 The functions of the Office of the Director-General of the United Nations Office at Vienna are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5). The coordination of the activities of the Office is entrusted to the Director-General, who is responsible for the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government, permanent missions, non-governmental organizations and United Nations entities in Vienna. The responsibilities of Director-General are combined with those of Executive Director of the United Nations Office on Drugs and Crime. The Office of the Executive Director is integrated with that of the Director-General and is supported by resources of the United Nations Office on Drugs and Crime. The core functions of the Office of the Director-General are as follows:
- (a) To assist the Director-General in the executive direction and management of the United Nations Office at Vienna and in coordinating the activities of its units;

- (b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with non-governmental organizations in consultative status with the Economic and Social Council;
- (c) To represent the Legal Counsel in Vienna, assist the Director-General on all legal matters and provide legal services for entities of the United Nations Secretariat in Vienna;
- (d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;
- (e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
- (f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

Table 1.22 **Resource requirements: Office of the Director-General, United Nations Office at Vienna**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recasting)	2008-2009	2010-2011
Post	2 445.9	2 274.5	10	9
Non-post	211.2	158.6	—	—
Total	2 657.1	2 433.1	10	9

- 1.58 The amount of \$2,274,500, reflecting a decrease of \$171,400, provides for the continuation of nine posts (4 Professional and above and 5 General Service), as indicated in table 1.22. The reduction relates to the outward redeployment of one General Service (Other level) post of driver to the United Nations Office at Vienna (sect. 28F) in order to formally reflect the existing reporting lines of the post. The related non-post requirements of \$158,600, reflecting a decrease of \$52,600, provide for general temporary assistance and overtime, travel of staff and other operational costs, including reimbursement to the International Atomic Energy Agency of the cost of printing services provided to the Office of the Director-General. The reduced requirement is attributable to lower requirements for general temporary assistance and other operational costs.

4. Office of the Director-General, United Nations Office at Nairobi

Resource requirements (before recasting): \$964,700

- 1.59 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office and serves as the representative of the Secretary-General; performs representation and liaison functions with the host Government, permanent missions and intergovernmental and non-governmental organizations based in Nairobi; and provides executive direction and management of the Office, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The responsibilities of the

Director-General are combined with those of the Executive Director of the United Nations Environment Programme. The functions of the Office are as follows:

- (a) To assist the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
- (b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
- (c) To provide legal advisory services for the Office, the United Nations Environment Programme and UN-Habitat;
- (d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

Table 1.23 **Resource requirements: Office of the Director-General, United Nations Office at Nairobi**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Post	850.9	850.9	3	3
Non-post	113.8	113.8	—	—
Total	964.7	964.7	3	3

- 1.60 The amount of \$964,700 provides for the continuation of three posts (2 Professional and 1 Local level) and non-post resources related to general temporary assistance, overtime, travel and other operational costs.

5. United Nations Liaison Office at Addis Ababa

Resource requirements (before recosting): \$1,431,500

- 1.61 The Secretary-General, in his report entitled "An Agenda for Peace" (A/47/277-S/24111), stressed that preventive diplomacy and peacemaking were the most cost-effective ways in which the United Nations could contribute to the maintenance of international peace and security and thus forestall the suffering and destruction that inevitably occurred when disputes degenerated into armed conflict.
- 1.62 The United Nations Liaison Office at Addis Ababa was established by the General Assembly in its resolution 52/220 of 13 February 1998, as a liaison office with the former Organization of African Unity (OAU) and with African subregional organizations. The objective was to strengthen cooperation between OAU (and its successor organization, the African Union) and the United Nations in the areas of peace, security and development. The establishment of a liaison office at Addis Ababa was proposed for the biennium 1998-1999 (A/52/6/Rev.1; see also A/52/303 and Add.1). The resources were made available to the Office through the redeployment of one post at the D-1 level from the Department of Political Affairs and the conversion of one General Service post from that department to a Local level post. The General Assembly, in section III, paragraph 23, of its resolution 52/220, decided that the liaison office at Addis Ababa, as proposed in paragraph 2.50 of the proposed programme budget for the biennium 1998-1999, should be established as a United Nations office at Addis Ababa and that it should be transferred from section

2A, Political affairs, to section 1A, Overall policymaking, direction and coordination. Accordingly, the Office continues to be reflected under section 1.

- 1.63 The functions of the Office, as outlined in paragraph 2 of annex II to General Assembly resolution 52/220, are as follows:
- (a) To facilitate the exchange of information and the coordination of initiatives and efforts in the areas of preventive diplomacy and peacemaking, as well as in the democratization process in Africa, following closely the deliberations of the Mechanism for Conflict Prevention, Management and Resolution of OAU (subsequently, the African Union) and advising Headquarters of political initiatives of concern to the United Nations discussed by the Mechanism; carrying out liaison with the Division for Conflict Resolution of OAU (subsequently, the Peace and Security Directorate of the African Union) and the Department of Political Affairs at large, with a view to enhancing cooperation on specific political issues of priority concern to the United Nations and the African Union; and supporting the activities of the joint United Nations/African Union special representatives;
 - (b) To coordinate the implementation of the programmes of cooperation between the United Nations system and the African Union agreed to at the annual meetings of the two secretariats;
 - (c) To perform such representational functions as may be required and necessary at relevant meetings of the African Union held at Addis Ababa.
- 1.64 The Security Council, in its resolution 1197 (1998), endorsed the establishment of a United Nations Preventive Action Liaison Office in OAU and urged the Secretary-General to consider ways of making that office more effective and also the possibility of appointing liaison officers to peacekeeping operations of OAU and of subregional organizations in Africa that were authorized by the Council. In its resolution 53/91, the General Assembly welcomed the decision of the Secretary-General to establish a liaison office with OAU in Addis Ababa.
- 1.65 In 2002, OAU was transformed into the African Union Commission. This led to an enormous expansion of the mandate, functions and institutional structures of the African Union. The full operationalization of the Peace and Security Council, the Pan-African Parliament and the various departments of the African Union Commission led to closer working relations with the United Nations. This also increased substantially the scope of work undertaken by the United Nations Liaison Office at Addis Ababa.
- 1.66 The past few years have also witnessed an incremental surge in cooperation between the United Nations and the African Union as both organizations have intensified activities in the maintenance of peace and security, electoral assistance and the promotion of good governance in Africa. Numerous joint good offices initiatives and mediations as well as peacekeeping activities have also been undertaken.
- 1.67 United Nations cooperation with the African Union was given new impetus when the 2005 World Summit underscored the importance of devoting attention to the special needs of Africa and called for the establishment of a 10-year capacity-building programme for the African Union that would fully take into account the widely expanded mandate of the African Union as compared with that of the former OAU. In November 2006, the Secretary-General and the Chairperson of the African Union Commission signed the Declaration entitled "Enhancing UN-AU Cooperation: Framework for the Ten-Year Capacity-Building Programme for the African Union" (see A/61/630).
- 1.68 The capacity-building programme is conceived as the United Nations overall strategic framework for cooperation with the African Union. Its main objective is to enhance the capacity of the African Union Commission and the African subregional organizations to act as effective United Nations

partners in addressing the challenges to human security in Africa. The framework covers all aspects of existing and future United Nations assistance to the African Union. However, the United Nations and the African Union have agreed that the implementation of the programme should start with a focus, at least in the forthcoming three years, on peace and security.

- 1.69 To ensure a coordinated United Nations approach, it was decided that the Regional Consultative Mechanism, a body set up following the establishment of the African Union, would be the most appropriate structure to ensure the implementation of the programme. The Mechanism, in which the United Nations agencies represented in Addis Ababa are working through clusters, is convened and chaired by the Executive Secretary of the Economic Commission for Africa.
- 1.70 To reflect the agreed priority, a separate peace and security cluster led by the Department of Political Affairs through the United Nations Liaison Office at Addis Ababa was established in November 2006. Its terms of reference were jointly finalized by the United Nations and the African Union in November 2007.
- 1.71 The membership of the peace and security cluster is as follows: United Nations Liaison Office at Addis Ababa (Department of Political Affairs), Economic Commission for Africa, Office of the United Nations High Commissioner for Refugees, World Food Programme, Office of the United Nations High Commissioner for Human Rights, United Nations Environment Programme, Food and Agriculture Organization of the United Nations, International Labour Organization, Joint United Nations Programme on HIV/AIDS, International Organization for Migration, World Health Organization, Office for the Coordination of Humanitarian Affairs, African Union Peace Support Team (Department of Peacekeeping Operations), Office of the Special Adviser on Africa, *and* Peacebuilding Support Office. Since its establishment, the peace and security cluster has held 19 meetings.
- 1.72 In his report on cooperation with regional organizations (S/2008/186), the Secretary-General stressed the importance of ensuring the implementation of the 10-year capacity-building programme in the areas of peace and security. He referred to the report on the strengthening of the Department of Political Affairs (A/62/521 and Corr.1), including the United Nations Liaison Office at Addis Ababa, which addresses, inter alia, the implementation of the 10-year capacity-building programme. He also recommended closer cooperation between the United Nations Secretariat and the African Union Commission. The United Nations Liaison Office at Addis Ababa will play a central role in implementing these recommendations.
- 1.73 During the biennium 2010-2011, the United Nations Liaison Office at Addis Ababa, in addition to its existing functions, will: (a) coordinate and harmonize policies, projects and activities of concern to the United Nations and the African Union, in particular the Peace and Security Council of the African Union; (b) support the Secretary-General's special envoys and special representatives in their work with the African Union; (c) apprise the African Union of any United Nations action taken to address peace and security issues in Africa; (d) remain engaged in the exchange of information and coordination of initiatives and efforts in the areas of preventive diplomacy and peacemaking in the region, following closely the deliberations of the Peace and Security Council; (e) monitor the implementation of the 10-year capacity-building programme for the African Union; and (f) chair the meetings of the peace and security cluster in Addis Ababa, and undertake any activity aimed at the implementation of the priorities established in the declaration on enhancing United Nations-African Union cooperation.

Table 1.24 **Resource requirements: United Nations Liaison Office at Addis Ababa**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Post	771.1	1 339.2	5	5
Non-post	82.2	92.3	—	—
Total	853.3	1 431.5	5	5

- 1.74 The amount of \$1,339,200 under posts, reflecting an increase of \$568,100, provides for the continued funding of five posts (3 Professional and above and 2 Local level), as indicated in table 1.24. The additional requirements under posts relate to the delayed impact of three new posts (1 P-5, 1 P-3 and 1 Local level) established effective January 2009 in the context of General Assembly resolution 63/261, on strengthening of the Department of Political Affairs. The related non-post requirements of \$92,300 provide for general temporary assistance, travel, general operating expenses and supplies.

6. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

Resource requirements (before recosting): \$3,769,000

- 1.75 The overarching objective of the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is to promote the protection of all children affected by armed conflict. This objective is in line with various General Assembly resolutions and, more recently, the commitment of Member States to promote and protect the rights and welfare of children in armed conflicts, as called for in the 2005 World Summit Outcome (General Assembly resolution 60/1) and other legal frameworks and initiatives.
- 1.76 The General Assembly resolution establishing the initial mandate of the Special Representative (51/77) stemmed from a comprehensive report on the impact of armed conflict on children (A/51/306 and Add.1). The General Assembly has since recommended extension of the mandate of the Special Representative on four occasions, most recently in its resolution 63/241. The current mandate runs until December 2011.
- 1.77 Key elements of the mandate of the Special Representative are: (a) to serve as a moral voice and independent advocate for the protection and well-being of children affected by armed conflict; (b) to advocate for, build awareness about and give prominence to the rights and protection of children affected by armed conflict; (c) to work with partners to propose ideas and approaches to enhance the protection of children and to promote a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground.
- 1.78 In addition, in successive resolutions (1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004) and 1612 (2005)), the Security Council has called upon the Secretary-General to take measures for the protection of children in armed conflict and has called for annual reports on the implementation of such measures. In its resolution 1612 (2005), the Council called for the implementation of a monitoring and reporting mechanism on children and armed conflict and the creation of a Security Council working group to review the reports stemming from the mechanism. The Office of the Special Representative has been given responsibility for drafting, in consultation

with relevant partners, the Secretary-General's annual reports to the Council on children and armed conflict as well as the reports to the Council's Working Group on Children and Armed Conflict. The Special Representative, as convenor of the Task Force on Children and Armed Conflict, ensures that there is a consultative process in the compilation of reports and that timely, reliable and high-quality reports are prepared.

- 1.79 In pursuing the objectives of the programme of work, the Office of the Special Representative will pursue the following strategic approaches:
- (a) Monitoring the situation of children affected by armed conflict and reporting to the General Assembly, the Security Council and other destinations for action, including the Human Rights Council and the International Criminal Court;
 - (b) High-level advocacy to promote awareness of and support for global initiatives to end grave violations against children affected by armed conflict;
 - (c) Working in consultation and partnership with key stakeholders, including Member States, regional organizations, United Nations system partners, civil society organizations and non-governmental organizations, with a view to mainstreaming concerns in the area of children and armed conflict into the policy and strategic considerations of those bodies;
 - (d) Creating awareness of other protection issues related to children and armed conflict, including post-conflict situations and the specific needs of internally displaced children, the girl child and other emerging concerns;
 - (e) Making children and armed conflict concerns an integral part of peacemaking, peacekeeping and peacebuilding.
- 1.80 The Office of the Special Representative does not have an operational presence in countries away from Headquarters. Country visits of the Special Representative to meet with Governments, parties to conflict, country teams and civil society organizations to observe first-hand the situation of children affected by armed conflict are essential for the Special Representative to carry out his or her mandate. When called upon, the Special Representative also serves as a facilitator, undertaking humanitarian and diplomatic initiatives to foster international cooperation and facilitate the work of operational actors on the ground with regard to children and armed conflict.
- 1.81 The Office of the Special Representative assists the Under-Secretary-General in discharging his or her responsibilities and in meeting the expected accomplishments indicated under the programme of work.

Table 1.25 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To promote the protection of all children affected by armed conflict.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced global awareness of the situation of children and armed conflict, including protection rights and reintegration needs both during and after conflict situations	(a) (i) Political support for resolutions supporting efforts to protect children and armed conflict (ii) Increased donor support for children and armed conflict/child protection interventions, including reintegration efforts

(b) Strengthened international protection regime to end grave violations against children in armed conflict

(iii) Increased media coverage on children and armed conflict

- (b) (i) Increased number of accessions to the Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict
- (ii) Graduated targeted measures against repeat offenders
- (iii) Expanding the monitoring and reporting mechanism under Security Council resolution 1612 (2005) to cover a greater number of situations of concern
- (iv) Development of action plans by parties to conflict to end the recruitment and use of children in conflict

External factors

- 1.82 The programme of work is expected to achieve its objectives and expected accomplishments on the assumption that States will see a convergence between their national interests and the upholding of the international protection regime, and there will be continued political will on the part of all destinations for action to work towards ending the impunity of persistent violators of children's rights in situations of armed conflict.

Outputs

- 1.83 During the biennium 2010-2011, the following outputs will be delivered:
- (a) Parliamentary documentation:
- (i) Comprehensive annual report of the Special Representative of the Secretary-General on Children and Armed Conflict to the General Assembly (2);
 - (ii) Annual report of the Special Representative to the Human Rights Council (2);
 - (iii) Annual report of the Secretary-General to the Security Council (2);
 - (iv) Reports on situations of concern, as required by the Security Council Working Group on Children and Armed Conflict;
 - (v) Periodic horizontal notes to the Working Group providing updated information to the Security Council on situations of concern;
- (b) Other substantive activities:
- (i) Creation of a broad coalition of support among Member States, non-governmental organizations and other civil society groups for issues relating to children and armed conflict in the General Assembly, the Human Rights Council, the Security Council and other destinations for action;
 - (ii) High-level field visits on behalf of the Secretary-General resulting in commitments by parties to end abusive practices;

- (iii) Briefings and consultations with Member States resulting in consolidated support for the agenda;
- (iv) Communications strategy to enhance advocacy efforts, including: website of the Office of the Special Representative of the Secretary-General on Children and Armed Conflict; press releases and press conferences; development and dissemination of brochures, newsletters and other communication tools to partners and targeted audiences; special events; and regular briefings of civil society groups, including students and academics;
- (v) Organization of meetings of the Task Force on children and armed conflict (4 per year);
- (vi) Provision of policy support and advocacy on issues relating to children and armed conflict to Secretariat staff as required, with a view to the further mainstreaming of protection and reintegration issues in peacekeeping and peacebuilding operations, including child protection advisers and child protection focal points;
- (vii) Research, studies and seminars.

Table 1.26 **Resource requirements: Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	2 696.7	3 118.1	10	10
Non-post	695.1	650.9	—	—
Subtotal	3 391.8	3 769.0	10	10
Extrabudgetary	975.2	620.0	—	—
Total	4 367.0	4 389.0	10	10

- 1.84 The amount of \$3,118,100 under posts, reflecting an increase of \$421,400, provides for the continued funding of 10 posts (7 Professional and above and 3 General Service), as indicated in table 1.26. The additional requirement relates to the delayed impact of two new P-3 posts established effective January 2009 following the extension of the mandate of the Office in the context of General Assembly resolution 63/241, on the rights of the child. The related non-post requirements of \$650,900, reflecting a decrease of \$44,200, provide for, inter alia, general temporary assistance, overtime, consultants, travel, contractual services and operational costs. The lower requirements reflect reduced requirements for general temporary assistance, consultants, contractual services and operational costs, partly offset by higher requirements for travel.
- 1.85 Extrabudgetary resources will support capacity-building workshops in countries in which the monitoring and reporting mechanism is in place, and the promotion of research and knowledge initiatives.

D. Office of the Ombudsman

Resource requirements (before recosting): \$6,447,800

- 1.86 The Office of the United Nations Ombudsman was established in 2002 by the Secretary-General, in response to General Assembly resolutions 55/258 and 56/253, to make available the services of an impartial and independent person to address the employment-related problems of staff members, including, inter alia, matters pertaining to conditions of employment, administration of benefits, managerial practices, and professional and staff relations matters. In the performance of his or her duties, the Ombudsman is independent of any United Nations organ or official.
- 1.87 By its resolutions 61/261 and 62/228, the General Assembly established the basic framework of the redesigned system of administration of justice at the United Nations, building on the recommendations made by the Redesign Panel. One of the key components of the overhaul was the strengthening of the capacity and reach of the Office of the United Nations Ombudsman and the decentralization of its services in order to provide easier access and quicker response. The restructuring of the Office entails the establishment of (a) a single, integrated and geographically decentralized Ombudsman structure which serves the Secretariat, funds and programmes; (b) a Mediation Division which provides formal mediation services; and (c) regional offices. The new configuration, which functions under the general guidance and authority of the United Nations Ombudsman, became effective as of 1 January 2008.
- 1.88 The initial terms of reference of the Office are set out in the Secretary-General's bulletin on the Office of the Ombudsman (ST/SGB/2002/12). As requested by the General Assembly in paragraph 32 (c) of its resolution 61/261, the Office is currently in the process of revising its terms of reference to incorporate the new functions approved by the Assembly. The Office will continue to be guided by the same core principles of confidentiality, independence and neutrality articulated in its existing terms of reference.
- 1.89 Prior to becoming an office integrated with the funds and programmes, the constituency of the Office totalled 36,579 Secretariat staff worldwide (as at 30 June 2007). This included Headquarters, the regional commissions, peacekeeping operations and the tribunals. By 30 June 2008, the number of Secretariat staff worldwide had grown to 39,503. In addition, the constituency of the Office of the Ombudsman now also includes the 25,955 employees of the funds and programmes and the Office of the United Nations High Commissioner for Refugees (UNHCR) (6,530 staff in the United Nations Development Programme, 1,719 in the United Nations Population Fund, 10,363 in the United Nations Children's Fund, 959 in the United Nations Office for Project Services and 6,384 in UNHCR). Thus, the constituency of the integrated Office has nearly doubled. Furthermore, with the establishment of regional outposts, it is expected that the number of cases arising outside Headquarters will increase.
- 1.90 During the period from its establishment in October 2002 to 31 December 2008, the assistance of the Office was sought by 3,713 visitors. The Office received 139 cases in 2002, 410 in 2003 and 420 in 2004, and since then the number has been steadily increasing, reaching 633 in 2005, 637 in 2006, 687 in 2007 and 787 in 2008. The figures indicate an increase in the number of cases from 2007 to 2008 of about 15 per cent.
- 1.91 In 2002, the majority of visitors were from Headquarters. In subsequent years, owing largely to the increase in outreach and communications targeted at staff away from Headquarters, cases were distributed more evenly. By 2007, 29 per cent of cases were from Headquarters, 36 per cent from offices away from Headquarters and 35 per cent from peacekeeping missions. The underrepresentation of national staff has been a concern since the Office's inception. The intense

outreach effort aimed at peacekeeping missions has proved fruitful. The Office will continue to support ongoing outreach initiatives in this context.

- 1.92 On average, the funds and programmes have processed approximately 400 cases each year. In 2006, 481 visitors sought the assistance of the Office of the Joint Ombudsperson for the funds and programmes (United Nations Development Programme, United Nations Population Fund, United Nations Children's Fund and United Nations Office for Project Services), 422 visitors in 2007 and 446 in 2008. In 2007, 282 cases were from country offices and 140 cases from Headquarters (which includes Copenhagen, New York and Geneva).
- 1.93 The UNHCR Mediator's Office (retitled UNHCR Ombudsman's Office as of 1 January 2009) has received 880 visitors since 2002; in 2007, 189 new visitors or callers sought the assistance of the UNHCR Mediator. In 2008, the number reached 150. Some 70 per cent of those approaching the UNHCR Mediator were from the field, while 30 per cent were from Headquarters (Geneva and Budapest).
- 1.94 The total number of cases for the integrated Office of the Ombudsman (Secretariat, funds and programmes and UNHCR) for 2008 reached 1,383.
- 1.95 While the response to the establishment of the Office has been extremely positive, its impact is expected to be improved significantly by the new geographically decentralized structure and the development of regional outposts. The role of the Ombudsman, and the functions of the integrated and decentralized office in particular, need to be better understood by staff at all levels. It can bring great benefits to the Organization, not least through the resolution of employment-related conflicts at an early stage, thereby saving the Organization and its staff from damaging and costly disputes.
- 1.96 During the biennium 2010-2011, the Office of the Ombudsman will:
 - (a) Continue to ensure its core function of handling clients' cases as it is expected that the flow of requests of assistance will increase as the Office consolidates its presence;
 - (b) Ensure consistency in practices and principles within the expanded and decentralized structure and maintain the same level of coherence and excellence in the ombudsman and mediation services provided;
 - (c) Monitor its performance, and undertake a midterm assessment of the ombudsman and mediation services provided by the decentralized structure, using experts in the field of conflict management;
 - (d) Strengthen its communication and outreach strategy in order to clarify for all staff the available options under the new system and provide information on the role of the Ombudsman, the Mediation Division and other conflict management resources by revamping its website and holding several informational events and undertaking visits outside Headquarters;
 - (e) Continue to identify systemic issues and provide regular reports to the Secretary-General, including comments on the policies, procedures and practices that have come to the attention of the Office;
 - (f) Develop a mechanism to ensure the participation of key stakeholders in the identification of systemic issues and trends. The objective would be to allow for the views of all categories of United Nations employees to be reflected. A permanent dialogue will be established, perhaps through electronic means, to ensure broad participation and buy-in in the context of the identification of the key constraints in the system that need to be addressed collectively;

- (g) Provide better access to all staff members and expand the coverage outside Headquarters in order to ensure a truly system-wide conflict resolution system, taking into account the complexity of the constituency of the Office and its worldwide dispersion, as well as the need to further establish the Office as a system-wide mechanism for conflict resolution;
 - (h) Improve its internal confidential database system as a key tool for case management, trend analysis and reporting;
 - (i) Promote an integrated systems approach to conflict management and provide support for the strengthening of all existing informal conflict mechanisms;
 - (j) Continue the training of Ombudsmen and the building up of the Office's capacity in conflict resolution and mediation skills;
 - (k) Review systems in place to ensure the confidentiality of all services provided by the decentralized Office in order to determine the need to establish further checks and balances;
 - (l) Continue liaison with all sources of related assistance in the system.
- 1.97 The Mediation Division, which is part of the spectrum of services offered by the Office of the Ombudsman, will provide formal mediation services for the Organization and the funds and programmes. The Division will handle cases referred to it by the Office, by order of the United Nations Dispute Tribunal or at the request of the parties concerned. The Division will also complement efforts by the Office of the Ombudsman to provide informal mediation services.
- 1.98 Mediation is a tool to help parties establish better methods for managing and resolving conflict between themselves. The mediator is a neutral party and the content of the mediation is confidential. The Division will ensure neutrality and confidentiality towards all parties, and confidentiality within the process. It will help parties to identify and understand issues and interests, explore options and generate solutions to which all parties agree, drafting agreements when requested.
- 1.99 During the biennium 2010-2011, the Mediation Division will:
- (a) Continue to ensure its core function of handling mediation cases and ensure wide access by the staff at large. It is expected that the flow of requests for assistance will increase as the Division consolidates its presence;
 - (b) Develop a partnership with key stakeholders in the system of administration of justice to provide assistance, guidance and recommendations for the development of the Division;
 - (c) Continue the training of office staff in mediation, case management and case selection;
 - (d) Continue to develop its roster of mediators, with due consideration given to cultural diversity and linguistic skills;
 - (e) Continue to develop material to promote mediation and to publicize its existence and the benefits and successes of the mediation programme;
 - (f) Strengthen its communication and outreach strategy as a key component of the Division's promotional activities in order to raise awareness about the mandate and activities of the Division and how its services differ from those of the Office of the Ombudsman;
 - (g) Ensure that the services provided fit within the formal processes of the new system, with minimal change and interruption to their operation;
 - (h) Develop a monitoring and evaluation system for the collection of relevant information to monitor the operation of the programme and the performance of the mediators;

- (i) Continue to conduct periodic evaluations of the mediation program;
 - (j) Promote and facilitate coherence, mutual support and harmonization of the ombudsman and mediation practices within the United Nations system and the Bretton Woods institutions.
- 1.100 The regional ombudsman offices based in Geneva, Vienna, Nairobi, Santiago and Bangkok provide an impartial, independent and informal conflict-resolution mechanism for the settlement of employment-related problems for staff members and related personnel of the United Nations Secretariat, funds and programmes based in those regions.
- 1.101 During the biennium 2010-2011, the regional offices will:
- (a) Ensure that the core function of handling clients' cases is fully established at the local level as it is expected that the flow of requests for assistance will increase as the regional branches consolidate their presence;
 - (b) Ensure consistency in practices and principles within the expanded and decentralized structure and maintain the same level of coherence and excellence in the ombudsman and mediation services provided;
 - (c) Develop a regional communication and outreach strategy in order to clarify for all staff the available options under the new system and provide information on the role of the Ombudsman, the Mediation Division and other conflict management resources;
 - (d) Identify systemic issues at the regional level and provide regular reports to the United Nations Ombudsman;
 - (e) Develop a mechanism to ensure the participation of key stakeholders at the regional level in the identification of systemic issues and trends in order to tie into the approach to identify systemic issues administered by the United Nations Ombudsman;
 - (f) Provide better access to all staff members in the region in order to ensure a truly system-wide conflict resolution system, taking into account the complexity of the constituency on the ground;
 - (g) Liaise with all sources of related assistance in the system in the region;
 - (h) Provide assistance to the Mediation Division, as needed, in order to facilitate the provision of mediation services to staff within the constituency of the regional branch;
 - (i) Share trends and patterns with the Ombudsmen of other organizations in the geographical area;
 - (j) Ensure the efficient operation, use of resources and management of the regional branch under the guidance of the United Nations Ombudsman.

Table 1.27 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To continue encouraging an organizational value and preventive institutional approach to informal conflict management and conflict resolution by providing independent and confidential assistance to all staff with employment-related concerns.

Expected accomplishments of the Secretariat	Indicators of achievement
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Consolidated practice of informal conflict resolution system-wide	(a) The number of conflicts referred to the Ombudsman in which the Ombudsman facilitated resolution
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Performance measures:

2006-2007: 1,324 cases

Estimate 2008-2009: 1,500 cases

Target 2010-2011: 2,700 cases (including United Nations Secretariat, funds and programmes and UNHCR)

(b) 100 per cent of the received cases are reviewed within 30 days

Performance measures:

2006-2007: 98.8 per cent

Estimate 2008-2009: 100 per cent

Target 2009-2010: 100 per cent

(c) Increased number of cases mediated

Performance measures:

2006-2007: 16 cases

Estimate 2008-2009: 25 cases

Target 2010-2011: 80 cases (including United Nations Secretariat, funds and programmes and UNHCR)

External factors

- 1.102 The Office of the Ombudsman is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all parts of the Organization will recognize the value of the informal resolution of disputes; (b) staff, including management, will be committed to resolving disputes through informal means; (c) staff will contact the Office of the Ombudsman at an early stage of a dispute; and (d) the formal part of the administration of justice system will recognize the value of mediation and refer to the Mediation Division cases that are in formal process if found amenable to mediation.

Outputs

- 1.103 During the biennium 2010-2011, the following outputs will be achieved:
- (a) Provision of ombudsman services in 2,700 cases and mediation services in at least 80 cases during the biennium;
 - (b) Identification of systemic issues affecting staff members, and submission of recommendations to senior management;
 - (c) Intensified efforts to raise awareness among all staff about ombudsman and mediation services;
 - (d) Annual report to the General Assembly on the activities of the Office.

Table 1.28 Resource requirements: Office of the Ombudsman

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	4 426.7	5 986.5	20	20
Non-post	804.8	461.3	—	—
Subtotal	5 231.5	6 447.8	20	20
Extrabudgetary	1 079.7	2 926.3	9	9
Total	6 311.2	9 374.1	29	29

- 1.104 The amount of \$5,986,500 under posts, reflecting a growth of \$1,559,800, provides for the continuation of 20 posts (12 Professional and above, 5 General Service and 3 Local level), as indicated in table 1.28. The increased requirements relate to the delayed impact of 13 new posts (7 Professional and above, 3 General Service and 3 Local level) established effective 1 January 2008 in the context of General Assembly resolution 62/228, on administration of justice at the United Nations.
- 1.105 Under non-post objects of expenditure, the provisions relate to, inter alia, the travel of the Ombudsman and his or her staff, general operating expenses and other operational requirements. The reduction in the amount of \$343,500 is attributable to one-time provisions included for the biennium 2008-2009.
- 1.106 Extrabudgetary resources from the peacekeeping support account are provided in support of the increasing client base at peacekeeping missions, which requires a dedicated capacity for broad overview, coverage and analysis of systemic issues arising in the field.

E. Office of Administration of Justice

Resource requirements (before recosting): \$13,108,700

- 1.107 The Office of Administration of Justice was established as a result of General Assembly resolutions 61/261 and 62/228, by which the Assembly decided to introduce a new, independent, transparent, professionalized and decentralized system of administration of justice in the United Nations, to handle work-related disputes. The framework of the new two-tier system is based on recommendations of the Redesign Panel, a group of independent experts which presented a report to the Secretary-General in 2006.
- 1.108 The role of the Office of Administration of Justice is to ensure the efficient management and overall coordination of the formal system of justice. This includes making all necessary arrangements for the functioning of the two new tribunals: the United Nations Dispute Tribunal, with three separate Registries in New York, Geneva and Nairobi, and the United Nations Appeals Tribunal, with a Registry in New York. It also includes overseeing the Office of Staff Legal Assistance, which has its main office in New York and branches in Geneva, Nairobi, Addis Ababa, and Beirut.
- 1.109 In addition, the Office of Administration of Justice provides support to the Internal Justice Council, an independent body established by the General Assembly to identify suitable candidates to be recommended to the General Assembly for appointment as judges in the two new tribunals, to draft

a code of conduct for the judges, and to provide its views to the General Assembly on the implementation of the new system of justice.

- 1.110 The Office is headed by an Executive Director who is responsible for the formulation and implementation of the work programme and the management of the financial and human resources of the Office.
- 1.111 The Office of Administration of Justice will become functional in the course of 2009, with the new system of administration of justice to be fully implemented as of 1 July 2009, when the tribunals become operational in accordance with General Assembly resolution 63/253. During the biennium 2010-2011, therefore, the system will still be relatively new and the primary focus of the work of the Office will be to establish the various components of the new system, its overall structures and work processes.
- 1.112 A central element of the new system will be the two judicial tribunals, staffed by professional and experienced judges, which will make binding decisions. In order to ensure an efficient, transparent and well-functioning system, information and communications technologies will be used to the fullest extent. This will include establishing an electronic filing system, websites, a comprehensive electronic reference library and videoconferencing facilities for holding oral hearings and facilitating meetings of staff working in the administration of justice system at different duty stations.
- 1.113 The United Nations Dispute Tribunal will have branches in New York, Geneva and Nairobi, with one full-time judge at each location, and two half-time judges at New York Headquarters. There will be a need for judges to travel between these duty stations in order to constitute three-judge panels, as required for certain types of cases. There will also be a need for witnesses to appear before the tribunals in person, when the judges consider this to be essential. The cost of travel of witnesses is proposed to be absorbed under the common staff cost of the traveller.
- 1.114 During the biennium 2010-2011, there will be an exceptional peak in the activity of the United Nations Dispute Tribunal as a result of the very large number of backlogged cases from the former system that will be transferred to the United Nations Dispute Tribunal as of 1 July 2009, after the joint appeals boards and joint disciplinary committees are abolished, and as of 1 January 2010, after the United Nations Administrative Tribunal is abolished, in accordance with General Assembly resolution 63/253. To enable the United Nations Dispute Tribunal to clear the backlog of cases, the General Assembly, in its resolution 63/253, approved the temporary strengthening of the Tribunal by the appointment of three *ad litem* judges for a period of one year effective 1 July 2009.
- 1.115 Such a heavy workload of cases from the former system, estimated to exceed 250, will put increasing demands on the Registries and the judges.
- 1.116 The new Office of Staff Legal Assistance will be established as part of the Office of Administration of Justice, with Legal Officers stationed at Geneva, Nairobi, Addis Ababa and Beirut, in addition to New York Headquarters. With few Legal Officers on its staff in relation to the size of the staff body it is aimed to serve, it will be necessary to explore options for augmenting the capacity of the Office, including by relying on serving and retired staff with legal credentials as volunteers. Also, the General Assembly, in resolution 63/253, reiterated its requests in resolutions 61/261 and 62/228 for proposals for a staff-funded scheme in the Organization that would provide legal assistance and support to the staff, and requested the Secretary-General to report thereon to the General Assembly at its sixty-fifth session.
- 1.117 As the new system will be in its infancy in the biennium 2010-2011, training and communications will be required on a global scale. It will be necessary to familiarize staff as well as senior managers with the ideas and principles behind the new system, and with the details of handling

dispute resolution. Specialized training will also be required for staff working in the system, and for the judges. The construction of a new website for the Office of Administration of Justice will begin during 2009, but the further refinement of the site, maintenance and translation into the six official languages will continue into the biennium 2010-2011.

- 1.118 A central tenet of the new system is that it be decentralized. It will therefore be important that communications efforts are also given a local or regional emphasis, and that staff associations are engaged. The Executive Director will be required to visit the United Nations offices away from Headquarters and major peacekeeping operations, and hold at least one staff retreat, to enable the Office of Administration of Justice in its first year of operation to establish cohesiveness in its work across several duty stations and a common sense of purpose. Videoconferencing will also be used extensively to complement the face-to-face meetings.
- 1.119 In accordance with General Assembly resolution 63/253, a comprehensive review of the functioning of the new system of administration of justice will be conducted during 2010 and its results reported to the Assembly at its sixty-fifth session.

Table 1.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To have a fully functioning, professional, efficient and transparent internal justice system to resolve disputes regarding the terms and conditions of employment.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Full transition to new system of administration of justice	(a) All cases transferred from the former system (joint appeals boards, United Nations Administrative Tribunal) will be completed in the United Nations Dispute Tribunal by 31 December 2010 <i>Performance measures:</i> 2006-2007: not applicable Estimate 2008-2009: 33 per cent transferred Target 2010-2011: 100 per cent transferred
(b) More efficient handling of administrative appeals	(b) Time from initial appeal by staff member to binding decision by the United Nations Dispute Tribunal is shorter than in the former system; also, it will take less time for the United Nations Appeals Tribunal to render judgment on appeals as compared with the United Nations Administrative Tribunal <i>Performance measures:</i> 2006-2007: not applicable Estimate 2008-2009: not applicable Target 2010-2011: shorter by 50 per cent

(c) Staff members and the Administration will be afforded due process in the internal justice system

(c) Increased trust of staff and managers in the internal justice system

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: not applicable

Target 2010-2011: 50 per cent

External Factors

- 1.120 The Office is expected to achieve its objectives and accomplishments on the assumption that: (a) staff members and members of the Administration will avail themselves of opportunities to resolve workplace disputes through established informal mechanisms; and (b) programme managers will observe applicable United Nations regulations and rules regarding the terms and conditions of employment, and will apply lessons learned from decisions of the tribunals.

Table 1.30 Resource requirements: Office of Administration of Justice

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009 ^a	2010-2011 (before recosting)	2008-2009	2010-2011
Post	4 089.0	8 636.3	30	34
Non-post	6 276.5	4 472.4	—	—
Total	10 365.5	13 108.7	30	34

^a Technically adjusted for presentation purposes only in the present document to reflect the biennial effect of General Assembly actions on administration of justice.

- 1.121 The amount of \$8,636,300 under posts, reflecting an increase of \$4,547,300, provides for the continuation of 34 posts (21 Professional and above, 11 General Service and 2 Local level). The increased requirements relate to: (a) the delayed impact of 18 new posts (12 Professional and above, 5 General Service and 1 Local level) established in the context of General Assembly resolution 62/228, on administration of justice at the United Nations; and (b) the proposed conversion of four positions (3 P-4 and 1 General Service (Other level)), currently funded from general temporary assistance resources, to established posts as it has been determined that the positions will be required on a continuing basis.
- 1.122 Under non-post objects of expenditure, the provisions relate to, inter alia, general temporary assistance to provide support staff to the three ad litem judges for the United Nations Dispute Tribunal until 30 June 2010 in accordance with General Assembly resolution 63/253; compensation for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal; consultants; travel of the judges of the two Tribunals, the members of the Internal Justice Council, and the Executive Director and Registrar; general operating expenses; and other operational requirements. The reduction in the amount of \$1,804,100 is attributable to one-time provisions for the biennium 2008-2009 and the conversion of four positions currently funded from general temporary assistance to established posts (see para. 1.121 above).

F. Ethics Office

Resource requirements (before recosting): \$3,382,700

- 1.123 The Secretary-General established an independent Ethics Office in the United Nations Secretariat pursuant to the 2005 World Summit Outcome (General Assembly resolution 60/1, paragraph 161 (d)), wherein the General Assembly welcomed the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization. The establishment of the Ethics Office was welcomed by the General Assembly in its resolution 60/254, in the context of the overall Secretariat and management reform initiatives.
- 1.124 The objectives of the Ethics Office, which are described in Secretary-General's bulletin ST/SGB/2005/22, are to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity, as envisaged in the Charter of the United Nations. The Ethics Office reports directly to the Secretary-General and does not replace any existing mechanism available to staff for the reporting of misconduct or the resolution of grievances.
- 1.125 The main areas of responsibility of the Ethics Office are as follows:
- (a) Providing confidential advice and guidance to staff on ethical issues (such as conflicts of interest), including administering an ethics helpline;
 - (b) Administering the Organization's financial disclosure programme;
 - (c) Undertaking the responsibilities assigned to it under the Organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations;
 - (d) Developing standards, training and education on ethics issues, in coordination with the Office of Human Resources Management and other offices as appropriate, including ensuring annual ethics training for all staff;
 - (e) Such other functions as the Secretary-General considers appropriate for the Office.
- 1.126 The Ethics Office functions as the focal point on ethics issues for the global Secretariat, including special political missions and peacekeeping missions. The Office provides a secure confidential environment in which staff can feel free to consult on ethical issues and seek protection against retaliation for the reporting of misconduct. In this connection, the Ethics Office has set up an ethics helpline and a dedicated e-mail address. To protect the confidentiality of sensitive information, the Office has adopted stringent procedures for managing information and developed a secure data filing and tracking system. In this connection, the Ethics Office requested the ICT Quality Assurance and Risk Management Section of the Office of Information and Communications Technology to perform a comprehensive risk assessment of the information systems and data of the Ethics Office. The purpose of the information risk assessment was to ensure the continued confidentiality, integrity and availability of the information systems and data. The outcome of this exercise was the provision of expert guidance and concrete recommendations on the continued security and safety of the data available to the Ethics Office.
- 1.127 The United Nations Ethics Committee was established by Secretary-General's bulletin ST/SGB/2007/11, which entered into force on 1 December 2007. The main responsibilities of the Committee are to establish a unified set of ethical standards and policies for the United Nations Secretariat and for the separately administered organs and programmes, and to consult on certain

important and particularly complex cases and issues which have United Nations-wide implications and are raised by any Ethics Office or the Chairperson of the Ethics Committee.

- 1.128 In accordance with section 5 of Secretary-General's bulletin ST/SGB/2007/11, the Committee is chaired by the head of the Ethics Office of the United Nations Secretariat, who provides functional leadership to all Ethics Officers of the separately administered organs and programmes in order to promote the building and development of capacity, including adequate levels of professionally qualified resources, and to ensure coordination and coherent application and delivery of ethics-related services. Furthermore, the Ethics Office functions as an appeal mechanism under the terms of paragraph 4.3 of ST/SGB/2007/11 in relation to the review of protection against retaliation cases brought by individual staff members of the United Nations funds and programmes for independent review by the Chairperson of the Ethics Committee.
- 1.129 One of the Committee's key priorities for 2008 was the development of a system-wide code of ethics, as requested by the General Assembly in paragraph 161 (d) of its resolution 60/I, and paragraph 16 (a) of its resolution 60/254. The system-wide code of ethics has been formulated as a values-based framework built upon the purposes, values and principles espoused in the Charter, the applicable staff regulations and rules, and the code of conduct for the international civil service.
- 1.130 In the area of training, education and outreach, the mandatory general ethics training workshop entitled "Working together: professional ethics and integrity in our daily work" continues to be held at Headquarters and other duty stations, in English and French. Moreover, the mandatory online learning programme, the Integrity Awareness Initiative, serves as an effective ethics e-learning programme for the United Nations Secretariat and funds and programmes.
- 1.131 Ethics training has been mainstreamed as a module or a component in regular training sessions offered at the Secretariat and has become an integral part of many established staff development activities, such as the orientation programme for new staff members, training in human resources management and supervisory skills, and the senior leadership induction programme of the Department of Peacekeeping Operations. These training sessions and ethics-related briefings for staff and management will continue to serve as an important tool for education, advocacy and outreach on ethics and integrity.
- 1.132 Challenges lie ahead in maintaining commitment to ethics training by constantly updating and refining its scope and range, and the content of the various ethics modules contained in various staff development programmes. Further outreach, especially to field locations, is a priority of the Ethics Office.
- 1.133 An enhanced financial disclosure programme has also been developed upon the approval by the General Assembly of amendments to staff regulation 1.2 (n) (see A/60/365) and after the issuance of Secretary-General's bulletin ST/SGB/2006/6 concerning staff rule 101.2, by which the scope of the financial disclosure programme was extended. Since 1999, staff members at the Assistant Secretary-General and above were required to file annual financial disclosure statements. In 2005, as a result of the General Assembly's decision, the Secretary-General issued new rules which expanded the filing requirements to include staff at the D-1/L-6 level and above, those in procurement and investment functions, and all staff of the Ethics Office. As a result, approximately 3,200 staff members are required to file a disclosure statement of their financial interests. The number of participants increased from 1,704 in 2006 to 2,528 in 2007 and 3,225 in 2008. It is expected that this number will increase to 3,500 in 2009.
- 1.134 Pursuant to General Assembly resolution 60/254, an external financial firm was engaged to provide the review services required under this programme. The current contractual arrangements with the external firm are due to terminate on 5 December 2009, at which time the responsibility for the review and the hosting of the programme may revert to the Organization.

- 1.135 In consideration of this development and of the proposed programme budget for the biennium 2008-2009, the Advisory Committee on Administrative and Budgetary Questions, in its report on human resources management (A/62/7/Add.14, para. 62), recalled its earlier recommendation that the General Assembly request the Secretary-General to conduct an in-depth analysis by the end of the biennium 2008-2009 of the relative advantages and disadvantages, including costs, of conducting the review in-house as compared to the outsourcing arrangements (A/62/7, para. 1.17).
- 1.136 The Ethics Office is undertaking the above-mentioned analysis with a view to ascertaining the advantages and disadvantages of alternative (outsourcing vs. in-house) arrangements and exploring the possibility of the Office taking direct responsibility over the review function of the financial disclosure programme. The findings and recommendations of such analysis and of the experience and lessons drawn in implementing the financial disclosure programme since its inception in 2006 will be submitted to the General Assembly for consideration at its sixty-fourth session.
- 1.137 The Ethics Office also has the responsibilities assigned to it under the Organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations. The programme is designed to encourage bonafide reporting of misconduct, as well as to discourage those who would either interfere with or retaliate for such reporting. While the Ethics Office does not have investigative functions, it does conduct preliminary reviews of those who seek protection to determine if a case of retaliation can be established. These reviews can be complex, requiring the evaluation and assessment of extensive documentation and testimony. In addition, whenever observed, the Office can bring to the attention of the Secretary-General management practices that are not fully consistent with the highest standards of integrity.
- 1.138 During the biennium 2010-2011, the Ethics Office will:
- (a) Continue to play a leadership role in promoting and facilitating a culture of ethics, transparency and accountability throughout the Secretariat;
 - (b) Continue to assist the Secretary-General in ensuring all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter;
 - (c) Continue to develop and set standards of conduct, and facilitate annual training on ethics issues, in collaboration with the Office of Human Resources Management;
 - (d) Strengthen its communication and outreach strategy, particularly with respect to peacekeeping operations, and create awareness of the Organization's commitment to ethical values, standards and accountability;
 - (e) Develop outreach materials: website, brochures, presentations, posters and guides;
 - (f) Continue to provide independent and confidential advice to all staff on potential conflicts of interest and assist those staff seeking clarification of regulations and rules, with a view to avoiding any misinformed or misguided action;
 - (g) Further develop the Office's internal confidential database system as a key tool for case management, trend analysis and reporting;
 - (h) Continue to administer the financial disclosure programme;
 - (i) Continue to provide protection against retaliation for reporting misconduct and strengthen its case review capabilities and outreach strategy;
 - (j) Oversee the implementation and acceptance of a system-wide code of ethics for all United Nations personnel, including personnel of the funds and programmes;

- (k) Continue to provide leadership in the Ethics Committee and to consult on certain important and particularly complex cases and issues having United Nations-wide implications, as well as to harmonize practices and procedures and share knowledge on ethics and integrity issues.

Table 1.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter of the United Nations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of staff members on ethical issues	(a) Increased number of general as well as customized ethics-related workshops, training sessions and integrated modules <i>Performance measures:</i> 2006-2007: not available Estimate 2008-2009: 18 Target 2010-2011: 25
(b) Effective administration of the financial disclosure programme	(b) Increased percentage of compliance by those required to file <i>Performance measures:</i> 2006-2007: 92 per cent Estimate 2008-2009: 97 per cent Target 2010-2011: 100 per cent

External factors

- 1.139 The Ethics Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) it will receive timely submissions of staff financial disclosure statements; (b) it will receive complete information from clients who seek protection against retaliation; (c) external parties will cooperate with preliminary reviews and share all relevant information; (d) external parties will follow the advice provided and recommendations; (e) clients will provide feedback on services; and (f) staff will avail themselves of the training offered.

Outputs

- 1.140 During the biennium 2010-2011, the following outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget): General Assembly:
- (i) Substantive servicing of meetings of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions (2);

- (ii) Parliamentary documentation: annual report to the General Assembly on the activities of the Office (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
 - (i) Special events: special briefing on ethics; town hall meetings; participation in departmental and office staff meetings; panel discussions held with members of the international ethics associations and groups;
 - (ii) Technical material: administration, maintenance and development of confidential database and case-tracking system; development and maintenance of external website;
 - (iii) Training courses, seminars and workshops: specialized workshops for target groups; updating and refinement of contents for mandatory annual training for the global secretariat (4);
 - (iv) Promotion of legal instruments: Charter, Staff Regulations and Rules, Convention on Privileges and Immunities of the United Nations;
 - (v) Brochures, fact sheets, guide to code of ethics;
 - (vi) Preliminary reviews conducted in respect of those who have sought protection against retaliation;
- (c) Advisory services (regular budget):
 - (i) Provision of advice on conflicts of interest, including outside activities, post-employment restrictions, acceptance of gifts etc.;
 - (ii) Provision of advice to administration on the ethical dimension of policy matters (as needed);
 - (iii) Recommendations to reverse retaliatory action against staff members; recommendations to correct managerial practices.

Table 1.32 Resource requirements: Ethics Office

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	2 263.9	2 571.0	9	9
Non-post	877.9	811.7	—	—
Subtotal	3 141.8	3 382.7	9	9
Extrabudgetary	393.3	728.2	—	—
Total	3 535.1	4 110.9	9	9

- 1.141 The estimated requirements of \$2,571,000 under posts, reflecting a growth of \$307,100, provide for the continued funding of nine posts (6 Professional and above and 3 General Service), as indicated in table 1.32. The growth relates to the delayed impact of three posts (1 P-3, 1 P-2 and 1 General Service (Principal level)) established in the biennium 2008-2009.
- 1.142 Under non-post objects of expenditure, the resources relate to, inter alia, general temporary assistance, overtime, consultants, travel of staff, contractual services and other operational costs.

The reduction of \$66,200 is attributable mainly to lower requirements for general temporary assistance resources, and a reduced regular budget share of the Secretariat in the review of financial disclosure statements by independent financial experts.

- 1.143 Extrabudgetary resources funded from the peacekeeping support account will allow the Office to continue to provide support to staff in the field to achieve a planned compliance rate.

G. Rule of Law Unit

Resource requirements (before recosting): \$1,563,500

- 1.144 The overall purpose of the Rule of Law Unit is to support the coordination and coherence of rule of law activities of the United Nations system. The Unit supports the Rule of Law Coordination and Resource Group (comprising the Department of Political Affairs, Department of Peacekeeping Operations, the Office of the United Nations High Commissioner for Human Rights, the Office of Legal Affairs, the United Nations Development Programme, the United Nations Children's Fund, the Office of the United Nations High Commissioner for Refugees, the United Nations Development Fund for Women and the United Nations Office on Drugs and Crime) and the Deputy Secretary-General, as chair of the Group, in carrying out and implementing the tasks set out in the Secretary-General's report (A/61/636-S/2006/980 and Corr.1). To this end, the substantive support functions of the Unit fall into three broad areas of activity: (a) ensuring coordination and coherence among the United Nations departments, agencies, funds and programmes engaged in rule of law activities; (b) developing system-wide strategies, policy direction and guidance for the Organization's activities in promoting the rule of law; and (c) enhancing partnerships between the United Nations and the many other actors engaged in rule of law activities.
- 1.145 The Unit evolved as a result of General Assembly resolution 61/39, on the rule of law at the national and international levels, in which the Assembly requested the Secretary-General to submit a report on the establishment of a rule of law assistance unit within the Secretariat, in conformity with paragraph 134 (e) of the 2005 World Summit Outcome. In submitting that report, entitled "Uniting our strengths: Enhancing United Nations support for the rule of law", the Secretary-General informed the General Assembly of his decision to create the Rule of Law Coordination and Resource Group, consisting of key United Nations departments, agencies, funds and programmes, chaired by the Deputy Secretary-General and supported by a small substantive unit (A/61/636-S/2006/980 and Corr.1, paras. 48-49). The establishment of those new arrangements stemmed from recognition that over 40 United Nations entities were engaged in rule of law activities, and that the Organization brought together a unique wealth of expertise and resources on rule of law issues that must be better coordinated. The goal was to improve the effectiveness of the United Nations in delivering its mandates and responding to emerging challenges in the field of rule of law.
- 1.146 By its resolution 62/70, the General Assembly expressed its support for the establishment of the Group and of the Rule of Law Unit in the Executive Office of the Secretary-General, under the leadership of the Deputy Secretary-General, and requested the Secretary-General to provide it with details on the staffing and other requirements for the Unit without delay, for its consideration during its sixty-second session. The Secretary-General submitted a report on estimates relating to the programme budget for the biennium 2008-2009 (A/63/154), describing the establishment of the Rule of Law Coordination and Resource Group and the Rule of Law Unit, the functions of the Unit and its staffing needs. By its resolution 63/128, the General Assembly expressed its full support for the overall coordination and coherence role of the Rule of Law Coordination and Resource Group, supported by the Rule of Law Unit in the Executive Office of the Secretary-General, and requested the Secretary-General to submit an annual report on United Nations rule of law activities, in

particular the work of the Group and the Unit, with special regard to the improvement of coordination, coherence and effectiveness of rule of law activities.

- 1.147 Under the leadership of the Deputy Secretary-General, the Unit helps to strengthen and rationalize United Nations rule of law capacities among the various departments, agencies, funds and programmes by serving as the Headquarters focal point for coordinating system-wide attention to the rule of law so as to ensure greater quality and harmonization of approaches. In support of the Group, the Unit identifies areas of synergy, and facilitates collaboration and coordination among the various United Nations departments, agencies, funds and programmes, as well as with external partners, to improve the quality of the rule of law assistance that the Organization provides to Member States, at their request.
- 1.148 The Unit will strengthen the ability of the United Nations system to collectively address rule of law issues in the most strategic, efficient and effective manner possible. It will assist in streamlining the work of various United Nations departments, agencies, funds and programmes at the global level by establishing mechanisms that minimize duplication and promote synergy in the development of policy and guidance materials as well as in the implementation of training and other global activities. With greater coherence in the Organization's rule of law activities, the Unit will be in a position to assist the Rule of Law Coordination and Resource Group to pool and make the most effective use of resources, which will result in significant overall efficiency in United Nations work in the field of rule of law. The Unit will also provide secretariat support to the Group, including support to the Deputy Secretary-General as Chairperson of the Group. The Unit has been given the responsibility of drafting the annual reports of the Secretary-General on United Nations rule of law activities.
- 1.149 Another aim of the Unit is to capture the wealth of experience and knowledge gained in the past 20 years across the United Nations system and to assist the Organization in applying the lessons learned. The implementation of the programme will help to ensure that the United Nations assists national stakeholders in developing national strategies, priorities and plans which in turn will inform the development of joint United Nations rule of law programmes in support of these efforts, with clear implementation arrangements vis-à-vis roles and responsibilities among the various United Nations departments, agencies, funds and programmes. The Unit will support the Group in acting as a resource for the Peacebuilding Commission and the Peacebuilding Support Office on rule of law issues. The Unit will serve as a convening mechanism for United Nations constitutional assistance issues, capable of drawing on existing resources from within and outside the United Nations system, as well as mobilizing and coordinating the provision of appropriate expertise and resources to support constitution-making processes when requested by national and transitional authorities.

Table 1.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support overall coordination and coherence of rule of law activities of the United Nations system.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased coordination, coherence and synergy in the rule of law activities of entities of the United Nations system	(a) (i) Increased number of meetings of the Rule of Law Coordination and Resource Group at the expert and principal levels

Performance measures

2006-2007: 9 meetings

Estimate 2008-2009: 23 meetings

Target 2010-2011: 28 meetings

(ii) Established coherent and integrated joint United Nations rule of law pilot programmes

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: 1 pilot programme

Target 2010-2011: 3 pilot programmes

(iii) Improved integration of rule of law considerations into all relevant aspects of United Nations activities

Performance measures:

2006-2007: 1 activity

Estimate 2008-2009: 9 activities

Target 2010-2011: 12 activities

(iv) Increased consensus among members of the Group and concerted action on cross-cutting issues of concern

Performance measures:

2006-2007: 9 consultations

Estimate 2008-2009: 23 consultations

Target 2010-2011: 28 consultations

(b) Strengthened United Nations system-wide strategy, policy direction and guidance on the rule of law

(b) (i) Established and operational mechanism of the Rule of Law Coordination and Resource Group for ensuring coordinated policy and guidance

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: 4 items of guidance issued

Target 2010-2011: 7 items of guidance issued

(ii) System-wide rule of law policy and guidance accessible to all staff through website and electronic repository

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: 250 items of guidance

Target 2010-2011: 470 items of guidance

(c) Enhanced partnerships within the United Nations system and with external actors on rule of law assistance

(i) Established mechanism to promote policy coherence and coordination among United Nations organizations, bilateral donors and other international organizations active in the field of rule of law

Performance measures:

2006-2007: not applicable

Estimate 2008-2009: 70 partners engaged

Target 2010-2011: 90 partners engaged

External factors

- 1.150 The Unit is expected to achieve its objectives and expected accomplishments on the assumption that: (a) participating United Nations entities will remain committed to the work of the Rule of Law Coordination and Resource Group, cooperate with one another, and allocate sufficient human resources to ensure reliable and expert contributions to the implementation of the tasks of the Group; and (b) external partners, such as Member States, bilateral donors, national stakeholders in countries receiving rule of law assistance, civil society actors and other relevant national and international organizations, will engage consistently and substantively with the United Nations in efforts to improve the effectiveness of and support for rule of law activities.

Outputs

- 1.151 During the biennium 2010-2011, the following outputs will be delivered:
- (a) Parliamentary documentation: annual report of the Secretary-General on United Nations rule of law activities (2);
 - (b) Other substantive activities:
 - (i) Briefings to the General Assembly (2 per year) and other consultations with Member States resulting in consolidated support for the rule of law agenda;
 - (ii) Research, studies, policy papers, guidance notes of the Secretary-General, seminar and conference reports;
 - (iii) Maintenance of United Nations system-wide website and electronic repository for rule of law materials;

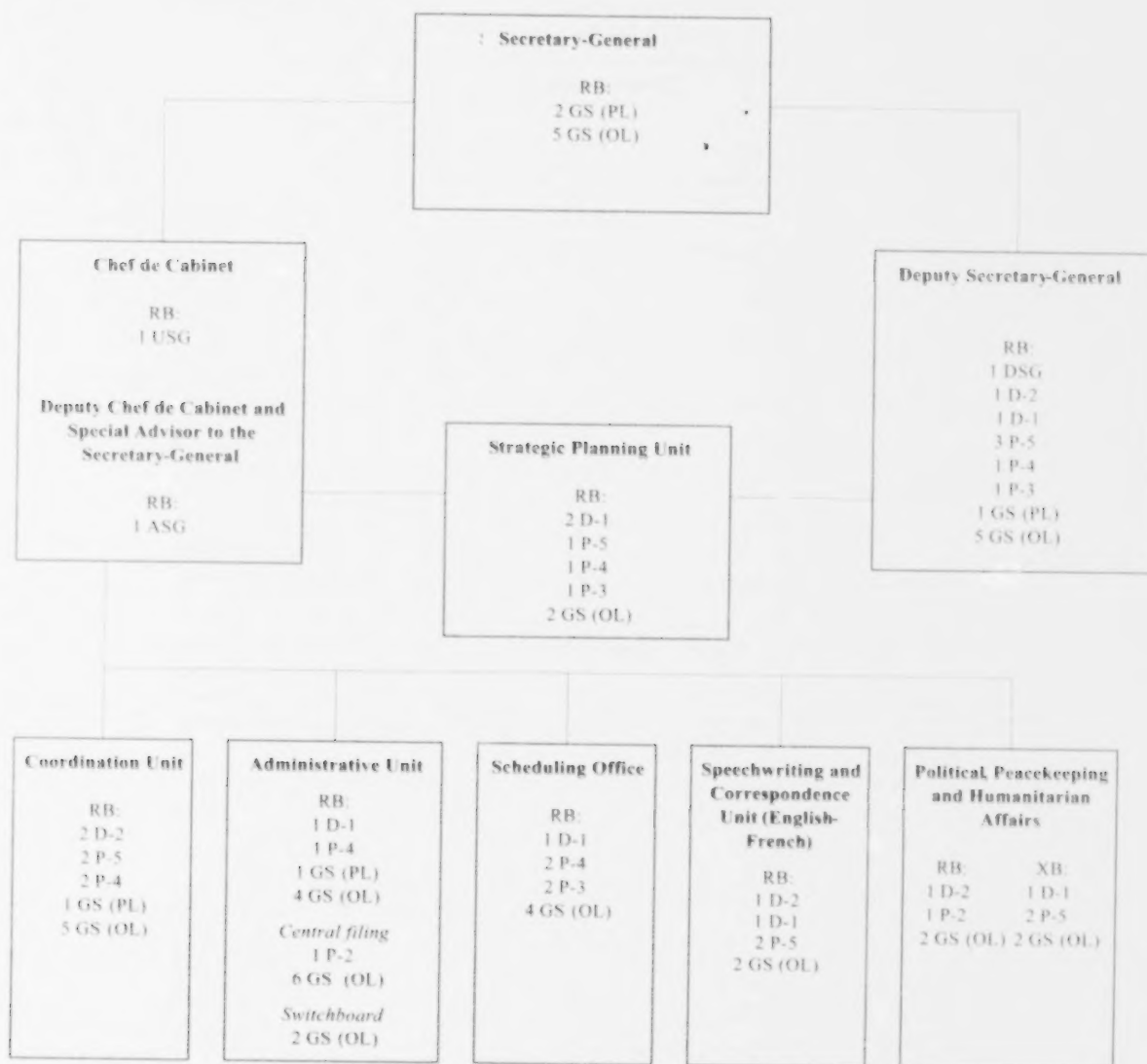
- (iv) Organization of meetings of the Rule of Law Coordination and Resource Group at the expert level (12 per year) and principal level (4 per year); organization of annual forums for all United Nations entities engaged in rule of law activities;
- (v) Provision of policy support and advocacy on issues relating to the rule of law to all United Nations entities engaged in rule of law activities;
- (vi) Creation of a broad coalition of support among Member States, non-governmental organizations and other civil society groups for rule of law issues;
- (vii) Special events, meetings and conferences with organizations of the United Nations system, Member States, bilateral donors, civil society, other international organizations and recipient countries of rule of law assistance;
- (viii) Acting as a focal point for United Nations constitutional assistance issues;
- (ix) Field visits to support coherent and integrated rule of law joint programmes in support of national strategies, priorities and plans;
- (x) Coordination of system-wide training on rule of law issues;
- (xi) Provision of support to United Nations entities to maximize and enhance resources for rule of law activities.

Table 1.34 **Resource requirements: Rule of Law Unit**

Category	Resources (thousands of United States dollars)		Posts	
	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	383.1	1 498.7	4	5
Non-post	26.1	64.8	—	—
Subtotal	409.2	1 563.5	4	5
Extrabudgetary	361.5	361.5	—	—
Total	770.7	1 925.0	4	5

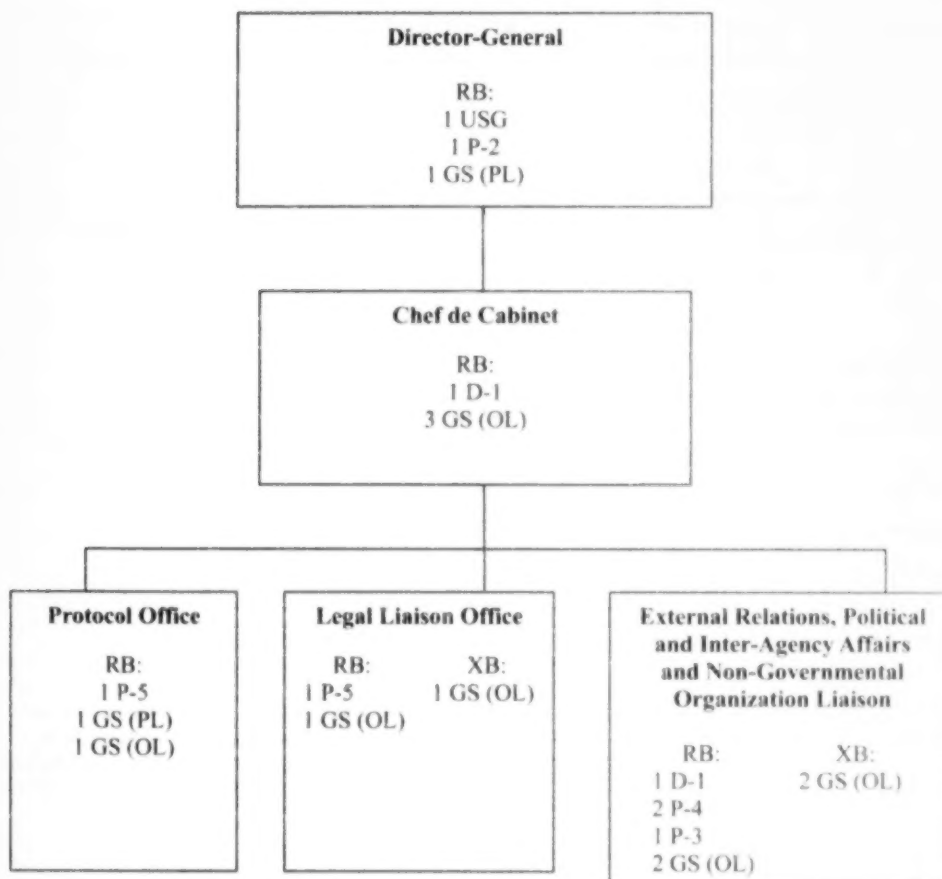
- 1.152 The amount of \$1,498,700 under posts, reflecting an increase of \$1,115,600, provides for the funding of five posts (4 Professional and above and 1 General Service). The increased requirements relate to: (a) the delayed impact of four new Professional posts approved for the biennium 2008-2009 in the context of General Assembly resolution 63/263, concerning revised estimates relating to the Rule of Law Unit (\$1,014,800); and (b) the proposal to establish one General Service (Other level) post to provide administrative support to the Unit (\$100,800).
- 1.153 Under non-post objects of expenditure, the provisions of \$64,800 relate to, inter alia, travel of staff of the Unit, general operating expenses and other operational requirements. The increased requirements relate to travel of the staff of the Unit, and adequate provision for operational costs related to the new posts established effective 1 January 2009 and for the proposed new post.
- 1.154 Extrabudgetary resources will complement the resources of the Unit in support of activities that will enhance United Nations system coherence and coordination in the field of rule of law.

Office of the Secretary-General Organizational structure and post distribution for the biennium 2010-2011

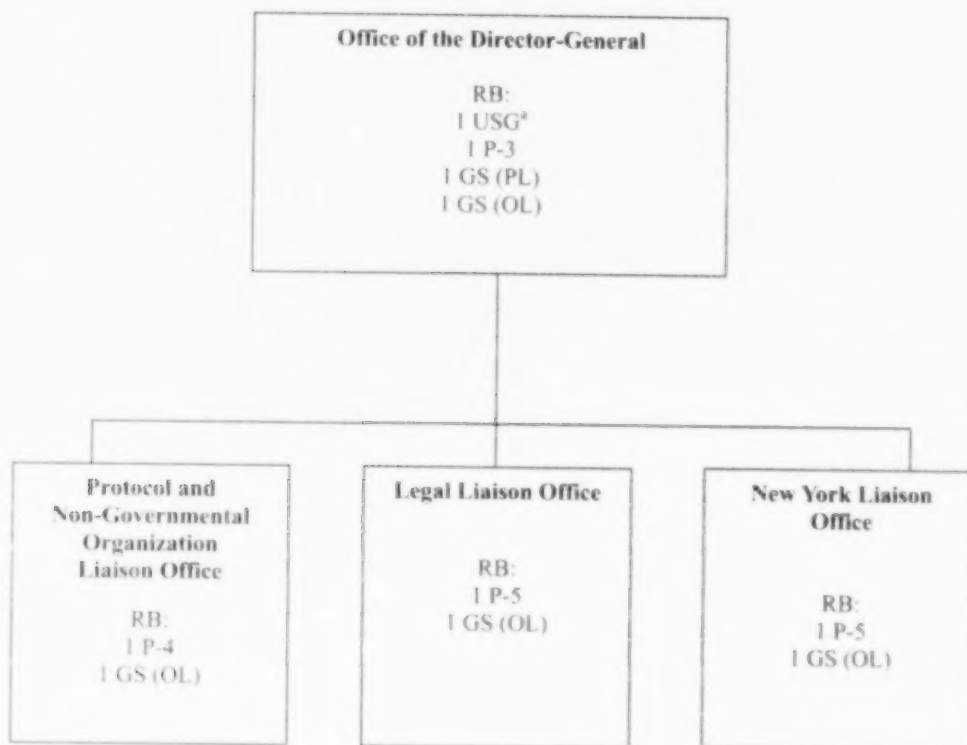


Abbreviations: DSG, Deputy Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; RB, regular budget; XB, extrabudgetary.

**Office of the Director-General, United Nations Office at Geneva
Organizational structure and post distribution for the
biennium 2010-2011**

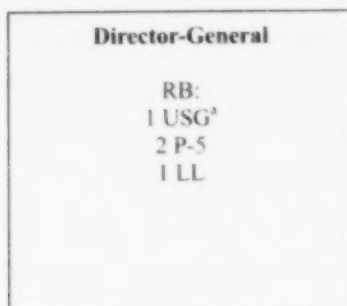


Office of the Director-General, United Nations Office at Vienna
Organizational structure and post distribution for the
biennium 2010-2011



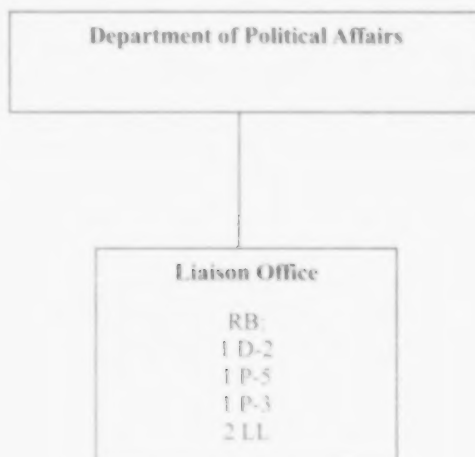
* Funded under section 16, International drug control, crime and terrorism prevention and criminal justice.

Office of the Director-General, United Nations Office at Nairobi
Organizational structure and post distribution for the
biennium 2010-2011

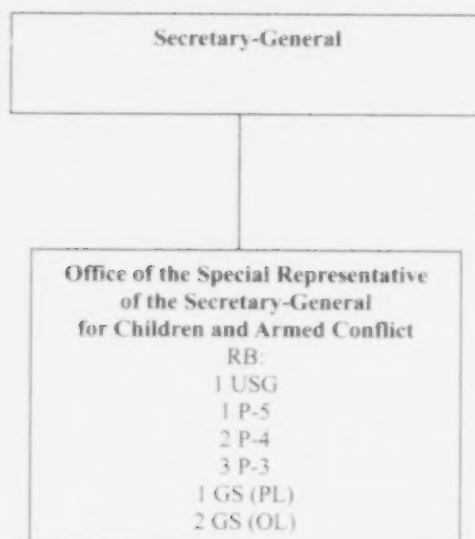


* Funded under section 14, Environment.

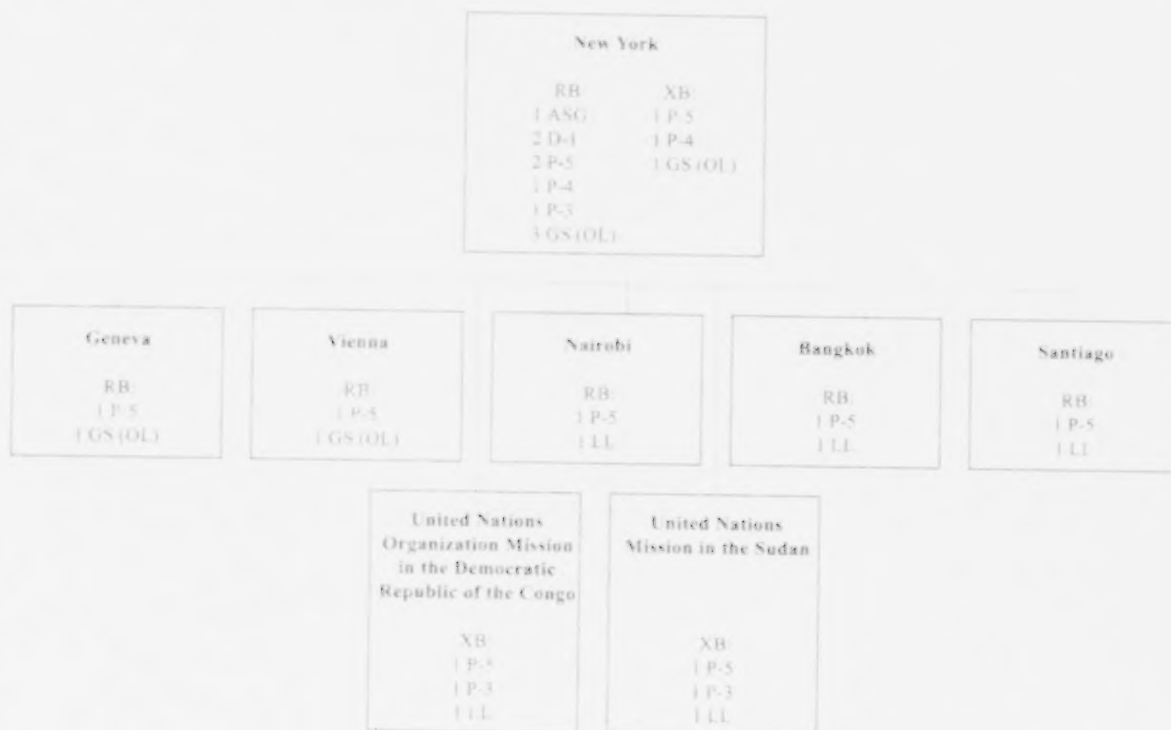
**United Nations Liaison Office at Addis Ababa
Organizational structure and post distribution for the
biennium 2010-2011**



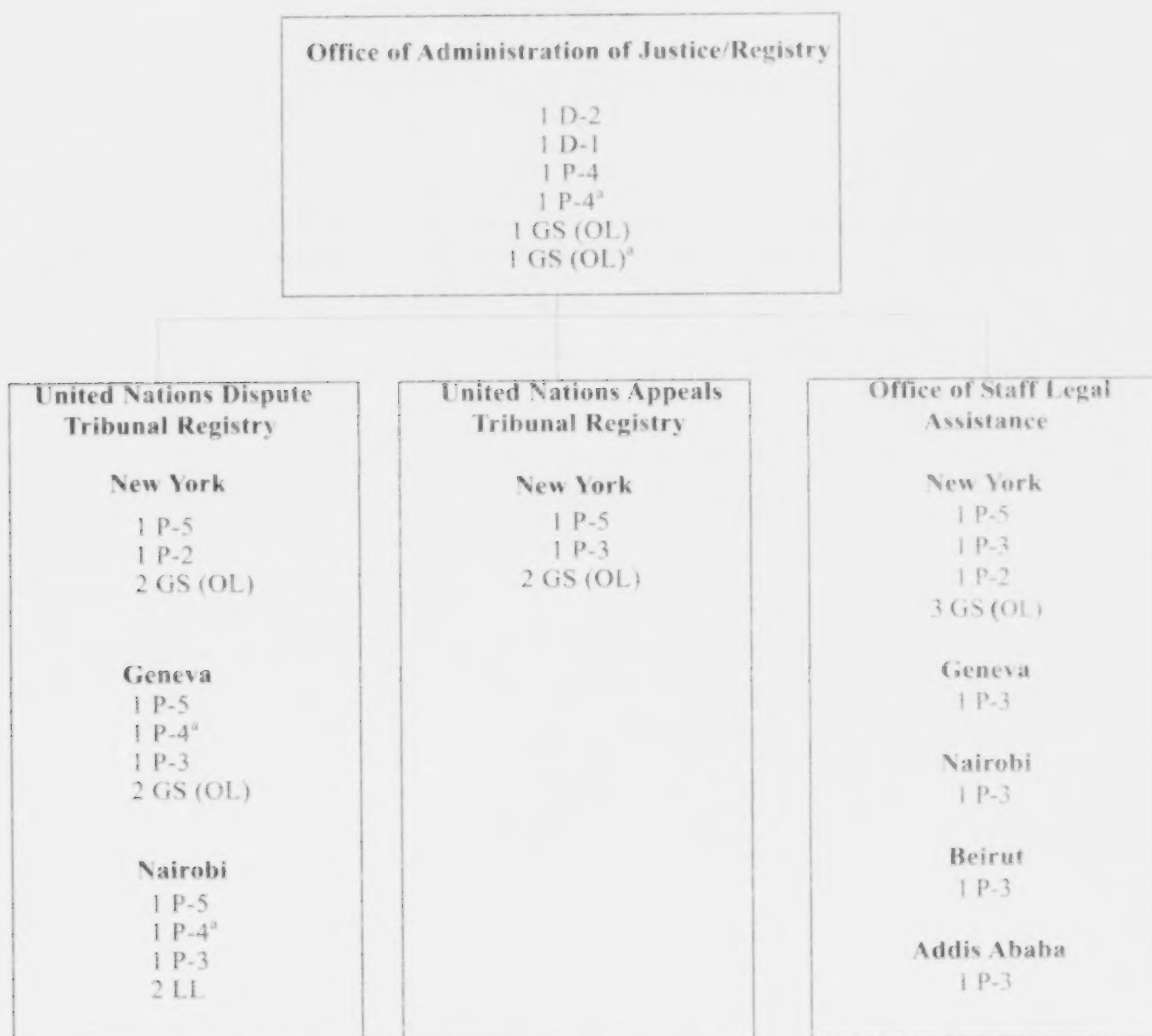
**Office of the Special Representative of the Secretary-General for
Children and Armed Conflict**
**Organizational structure and post distribution for the
biennium 2010-2011**



Office of the Ombudsman
Organizational structure and post distribution for the
biennium 2010-2011

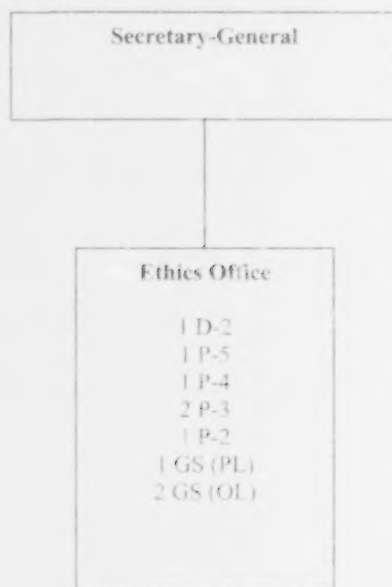


**Office of Administration of Justice
Organizational structure and post distribution for the
biennium 2010-2011**

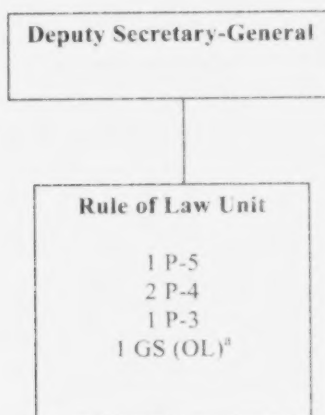


^a Conversion from general temporary assistance to established posts.

Ethics Office
Organizational structure and post distribution for the
biennium 2010-2011



Rule of Law Unit
Organizational structure and post distribution for the
biennium 2010-2011



^a New post.

